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EXAMPLE OF STORE ARRANGEMENT WITH SHELF BOTTLES IN THE REAR. BEST LOCATIONS IN STORE DEVOTED TO SODA AND PATENT MEDICINES

A TREATISE
ON
COMMERCIAL PHARMACY

INTENDED AS

**A REFERENCE BOOK AND A TEXT-
BOOK FOR PHARMACISTS
AND THEIR CLERKS**

By

D. CHAS. O'CONNOR

SECOND EDITION



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PREFACE

THE direct object of this book is to provide a text-book and reference book on commercial pharmacy for the use of pharmacists and their clerks. As far as the author can learn no book has yet been published on the subject of commercial pharmacy, although several excellent ones have been published on professional pharmacy. As the cry for commercialism is strong nowadays, and it has made such great inroads in the calling of pharmacy, it would seem that the time is now ripe for the publication of a book treating of commercial problems pertaining to the calling of pharmacy.

In the author's twenty-one years of experience as a pharmacist, and more especially during the past ten years, many commercial problems have arisen, difficult of solution, and which, in many cases, required considerable search through many separate books to find some solution of them, which when found, required modification or supplementation or both, to be applicable to the problems affecting pharmacy.

The idea then occurred to the author that a book containing the many commercial problems of the day, with rules for their solution classified, in such a manner as to be immediately available and adaptable to the problems as they come up from day to day, would be of great assistance to the pharmacist.

To that end the author has prepared this treatise on commercial pharmacy. While it is not claimed that this book will start you with the world's knowledge of commercial pharmacy, it is claimed that a thorough perusal of its pages will greatly increase your respect for the value, importance, and absolute necessity of commercial pharmacy which, if the rules and advice as herein given be properly heeded, will save you both time and money.

Remember, that the examples quoted in this book are actual occurrences, not suppositions. In preparing this book,

the author has read and studied the works of several of the greatest commercial writers and successful business men and has made it a point to test their rules by practical application in the every-day routine of a pharmacy.

This book, then, is a book written by a pharmacist for pharmacists, with the hope that it will assist them (however so little) in lightening the burdens of a calling already overburdened, and make their daily task more smooth and agreeable.

Criticisms of this book will be as welcome to the author as suggestions or endorsements, for the ultimate object is to make this book a valuable acquisition to the works on pharmacy, in which calling the author has spent more than half his life.

D. CHAS. O'CONNOR.

March 1, 1912.

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A TREATISE ON COMMERCIAL PHARMACY

PART I PHARMACY ESTABLISHMENT

DIVISION I FINANCING, PLANNING, AND ARRANGING

CHAPTER I.

THE IMMEDIATE DEMAND FOR COMMERCIAL PHARMACY.

Do you realize that the money-making end of your business is the commercial end? Do you know that commercial ability is recognized as high as professional ability? To acquire commercial ability you must be a good buyer, a good salesman, and a good judge of clerks; again, you must give the best service to your customers, you must have a thorough knowledge of your business, and you must always know where you stand. To conduct your pharmacy *for profit*, then, you personally should thoroughly master the commercial end,—the money-making end of your business.

COMMERCIAL PHARMACY 65 PER CENT.—Some contributors to trade journals estimate that pharmacy is 50 per cent. commercial. Others claim that 75 per cent. of the day's sales consists of cigars, soda, confectionery, and miscellaneous articles. The writer's estimate is from 65 per cent. to 67 per cent. Considering 65 per cent. a conservative estimate, the scientific end of a pharmacist's business is but 35 per cent.

It behooves the pharmacist, then, to look after the 65 per cent. or the commercial end himself and hire a competent clerk to look after the 35 per cent. or the professional end. You can hire a good prescription clerk at from \$15 to \$22 per week who will take charge of the prescriptions and the manufacturing, but to get a clerk or manager to look after the commercial end is a difficult proposition. They are scarce. The few good ones are already permanently located at a good salary.

Then from necessity you must become a good business man. You must not surrender your knowledge of pharmacy and chemistry, but must supplement it with a knowledge of merchandising methods and business principles, with their correct application to your special needs. For permanent success in present-day pharmacy you should be a good business man rather than a good prescription man. Without a good business knowledge the pharmacist of the big cities couldn't succeed. The biggest successes in pharmacy are the big stores in the large cities and their success is due to their knowledge and practice of business methods. They have set aside their professional scruples and have added side line after side line, until their stores look more like a department store than a pharmacy. They have subordinated the professional end of their business. The shelf bottles have been relegated to a position in the rear of the store, the prescription desk is not even in sight. They have studied every point of interior and window displays, advertising methods, financing, business development, and they have been eminently successful. It would seem that the stand taken for commercial pharmacy by these successful pharmacists should be a model for the pharmacists in the smaller cities.

PREJUDICE OF PROFESSIONAL PHARMACISTS.—Unfortunately there is a big barrier to overcome and that is—The prejudice of the champions of professional pharmacy against commercial pharmacy. They are afraid that the dignity of the calling of pharmacy will be greatly lowered by departmentizing methods and that soon a pharmacy will be nothing but a go-

Immediate Demand for Commercial Pharmacy 3

between of a general store and a department store. That the addition of side lines and the emphasis on business methods tends to make the calling of a pharmacist unprofessional.

The relation of the professional pharmacist and the commercial pharmacist is similar to that of the professional educator and the business man. For years the educated class and the non-business class have nursed a deep-rooted prejudice against business as a calling or profession. On the other hand the business man has nursed a deep-rooted prejudice against education from the stand-point that the schools have been conducted as training schools for the universities, rather than training schools for commercial and industrial pursuits. That the student as turned out by the schools has little force in business, as his training has not been of such a nature as to make him immediately available to commercial and industrial pursuits.

These prejudices are now being modified. The professional educator instead of resenting any dictation or interference from the business man, welcomes it. He realizes that the present educational system is not ample for present-day demands made upon it, therefore, he is co-operating with the business man to supplement the present system to meet its new requirements. Business has now been raised to the dignity of a profession, a distinct calling, and professional educators recognize that the business man has need for as much intelligence, as much character, as much judgment, as much force of mind as the man that follows another profession.

The function of a business man is no longer held in disdain or looked upon as beneath other social functions. A place in public estimation is now being reserved for the business man, which rightfully belongs to him. Noted educators claim that industrialism is the great basis of a nation's welfare, and that commercial and industrial pursuits are in a measure, cultural.

The professional educators have been afraid that the public schools would be turned into machine shops and commercial

offices, just as the professional pharmacists have been afraid that the pharmacies of the country would be turned into general, variety, department, or five and ten cent stores.

PROFESSIONAL AND COMMERCIAL PHARMACISTS IN CO-OPERATION.—If the professional educators are willing to co-operate with business men, why shouldn't the professional pharmacists co-operate with the commercial pharmacists? They could do this easily by allowing more space on the program of the meetings of the State Association for discussion of commercial pharmacy. Several associations have appointed a special Commercial Pharmacy section at their annual meetings.

The big universities of our country have established business courses; so have our high schools, and there is no need for further delay on the part of our colleges of pharmacy.

More than a dozen colleges of pharmacy have already established a chair on Commercial Pharmacy. Many others have started in a small way and are gradually adding new commercial subjects. The writer talked with some students who were taking the commercial pharmacy course and found that they were very enthusiastic about it both on account of its interesting aspect and its practical value.

When it is recognized that from 50 per cent. to 75 per cent. of a pharmacy's interests are commercial, then the commercial end of pharmacy should receive its due consideration at the hands of the State Associations and the colleges of pharmacy. The colleges of pharmacy should not be conducted as training schools for the professional end, the 25 per cent. to 35 per cent. end of pharmacy, and ignore the commercial end, the 65 per cent. to 75 per cent. end, any more than the high schools should be conducted as training schools for the college-preparatory end, the 5 per cent. end, and ignore the commercial and industrial end, the 95 per cent. end.

Any reader of this chapter who has been proprietor of a pharmacy for the past ten years will readily admit that he cannot rely upon his professional knowledge alone to be successful. He must know business methods and how to apply them to meet competition and business changes. Every phar-

macist has competition as keen as that of any other retail merchant. A pharmacy to-day cannot be successfully conducted by the employment of the easy-going, unbusinesslike methods of years ago. It is a continual struggle to keep your head above water, and you will surely sink if you do not become a good business man and a good merchant.

An immediate demand for commercial pharmacy now exists, and some knowledge of it is absolutely necessary for the proper and successful management of a modern pharmacy.

CHAPTER II.

EDUCATIONAL CHANGES AFFECTING PHARMACY.

GENERAL dissatisfaction with the educational methods in this country is now prevalent. On all sides the criticism has been so strong and the pressure so powerful as to command action on the part of the educational authorities to adjust the educational system to meet its new requirements. The trend of public opinion is toward better facilities for commercial and industrial education, on the grounds that instruction in these lines should be obtained at public expense as well as instruction in college and literary preparatory studies. The educators themselves have long been of the opinion that the traditional courses of study as handed down from generation to generation do not meet present-day requirements, more especially along the lines of commercial and industrial endeavor, therefore, instead of opposing outside influence and criticism as formerly, they welcome it, they are in a receptive mood, they are willing to co-operate, in fact they are now co-operating with manufacturing and commercial interests to the end that the present educational system be modified and supplemented, but not supplanted.

The writer concurs with them in taking that stand, for much of our present educational system can be modified to meet present needs and supplemented by studies in commercial and industrial branches, so as the general foundation,

instead of being rent asunder will be built upon and its scope extended to meet the legitimate demands made upon it. It has required many years of diligent study and hard work to establish the foundation of our educational system and as now established it affords excellent building ground, and its further advancement should not be hindered by any radical change in its foundation, as some enthusiastic educational reformers would desire. A steady, sensible, plan of modifying and supplementing our present excellent educational foundation is all that is necessary and with the educators and general public in co-operation with that definite end in view, satisfactory results should be obtained.

PHARMACEUTICAL EDUCATION NEEDS REBUILDING.—If the demands of the times are so great on general education why shouldn't they be extended to special lines of education, to pharmaceutical education, for instance? That is a natural thought and it behooves those engaged in pharmacy to lend their aid in rebuilding education in pharmacy upon our present solid foundation. Pharmaceutical education has been pursued along strictly professional lines, with its object the preparation for successful Board of Pharmacy examinations. To "Pass the Board" has been the great slogan and all efforts were concentrated for its accomplishment.

Here pharmacy differs from the public schools. To conduct a pharmacy requires a Board of Pharmacy certificate. It is the ultimate goal of all pharmacy students, and a goal that all must reach to be enabled to practice their profession. With the public schools, particularly the high schools, the aim has been to prepare the students for colleges or other higher institutions of learning. As only 5 per cent. of the pupils go to higher institutions the whole plan of education has been directed to this small 5 per cent., and the other 95 per cent. have been required to take the same studies, which of course did not prepare them to do the world's work in their different chosen lines. They were thrown upon the world with no special preparation for their life work.

PHARMACY STUDENT UNPREPARED.—The pharmacy student

after " Passing the Board " is thrown upon the world with special preparation for his life work. Is he, though? evidently he was so considered by former pharmacy leaders and educators. But how about him to-day? Does any reader of this book think for one minute that a pharmacy student, with no other qualification than a certificate of registration is specially prepared for his life work? Pharmacy conditions have changed as well as commercial and industrial.

Now that business has reached the dignity of a profession, a science, embracing other distinct sciences such as the science of advertising, the science of salesmanship, a specialized knowledge of business is required by the pharmacy student, as well, and of equal importance, as his certificate of registration. The pharmacist of to-day to be successful, must be a business man, and his success is in proportion to his ability to apply sound business methods in addition to his professional knowledge, in conducting his pharmacy.

WHAT IS COMMERCIAL PHARMACY?—As the subject of commercial pharmacy is new, the question naturally arises—what is commercial pharmacy?—what subjects does it embrace?—what is its scope—wherein lies its value?

A short definition of commercial pharmacy is—the science that treats of mercantile transactions pertaining to pharmacy. Mercantile pertains to the buying and selling of commodities. Commerce is the buying and selling of commodities, especially when carried on in large quantities and between distant places. Commodities are objects of commerce. A merchant is a person who buys and sells commodities as a business and for profit. A pharmacist is a merchant; therefore, an enlarged definition of commercial pharmacy is—that science that treats of the proper methods of buying and selling of commodities as a business of pharmacy and for profit.

Although the foundation of commercial pharmacy rests upon the buying and selling, these two transactions depend upon—capital—keeping accounts—knowledge of goods—knowledge of business methods—commercial law—commercial arithmetic—banking—business correspondence—business etiquette—

salesmanship—advertising—store displays—window displays—business economics—business systems—business building—store service—accounting, etc.

In fact, to be able to buy commodities to the best advantage and to sell them for profit, necessitates a general knowledge of all the subjects included in above category and extends the scope of commercial pharmacy to include, the proper understanding and the ability to apply modern business methods to the calling of pharmacy. The simple knowledge of these subjects is not sufficient; their practical application to the problems that confront a pharmacist from time to time is where their value is secured, and this practical application obtains for the pharmacist the ultimate goal he is striving for, viz.:—the conducting of a pharmacy *for profit*.

ULTIMATE GOAL: “FOR PROFIT.”—These last two words “for profit” are set in italics to emphasize their importance and remind every pharmacist and student of pharmacy that they should always keep uppermost in their thoughts that a pharmacy should be conducted *for profit*. This is a simple statement, in fact a pronounced truism, and it may seem commonplace to mention it here, yet the writer during his twenty-one years in a pharmacy has seen so many instances of utter disregard for these two words, has seen so many pharmacies conducted without the ordinary attention to business methods and the use of proper means to assure a pharmacy being conducted *for profit*, and a sense of indifference shown toward the real meaning of the words *for profit*, that the allotment of so much space to these two words *for profit* is justified. This subject is treated more fully in later chapters.

We have seen that the foundation of commercial pharmacy is concerned with the buying and selling of commodities; but instead of treating those subjects first, let us get a little acquainted with those several subjects that are necessary for paving the way for a better understanding of buying and selling transactions.

CHAPTER III.

FINANCING A PHARMACY.

Before a pharmacy can be established, before goods can be bought, capital must be secured—credit established—banking arrangements completed. In general, every precaution must be taken to start right, in a thorough business-like manner and financially equipped to enable you to conduct your pharmacy at a slight loss if necessary, until perfect stability and equipoise are attained. What is more commonly termed “getting on your feet” “getting your second wind” “getting under way.” Reaching that point where the profit-producing possibilities of your pharmacy are assured. There are six methods of financing a pharmacy.

SIX METHODS OF FINANCING.—1. Where you as proprietor furnish the capital and become sole owner of the pharmacy.

2. *The Partnership System*, where two parties put in an equal amount of capital and divide the profits, or where you as an experienced pharmacist put your experience against the money of an inexperienced partner, sharing equally the profits, or you may supply one-fourth of the capital, put in your experience as the other fourth, giving you half interest in the pharmacy, the inexperienced partner supplying the remainder of the capital necessary, both partners dividing the profits equally.

3. *Borrowed Capital* from banks, loan associations, friends or relatives.

4. *Wholesale Druggists* stocking the store with goods, starting you in business, taking a lien on the entire business for self-protection.

5. *Forming a corporation* under the laws of some state, the capital is obtained by the sale of shares of stock to the members of the corporation.

6. *Side Line Financing* where the capital is furnished by one person, who is engaged in some other business, and is desirous of financing a pharmacy, putting you in charge as

manager. Or a group of men, all engaged in other occupations may finance a pharmacy as a side line, under the direction of yourself as manager.

These six methods of financing a pharmacy cover the field pretty thoroughly. Of late, several large syndicates, co-operative associations, etc., have been organized which are as a rule incorporated so they come under the head of corporations.

THE IDEAL METHOD.—Number one is the most universal. *You as a registered pharmacist furnish your own capital*, either that acquired by your own savings or supplied by immediate members of your family, which is practically donated to you. You become sole owner and proprietor. With you it is a case of personal development which is really the ideal condition. You build up your business by careful attention to every important detail, trying out new plans, in a small way at first, using the profits for further extension and development. Possessed with adequate business ability, together with requisite professional knowledge your success is assured.

It is the ideal method of financing a pharmacy and the nearer this ideal can be approached the better for you. You should furnish your own capital, own your goods and fixtures, then you have avoided the rocky and thorny path, which many have to travel to reach the straight level road. You are already on the road to success and have attained at the start that commanding position which others envy.

METHOD NUMBER TWO.—*The partnership system* is not so desirable, though oftentimes necessary, due to lack of capital on your part, and where it might take several years for you to obtain sufficient funds to finance a store alone. Under such conditions you secure a partner to furnish all the funds, half the funds, or whatever arrangements are best fitted to the circumstances of both parties. Whatever plan of financing you decide upon, a definite division of the work should be insisted upon and an iron-bound agreement made between yourself and partner that each will stick to his particular division of the work and not interfere in any way with the work of the other partner. When any big

questions arise like—adding some new department—raising more money—purchasing more fixtures—opening a branch store—then of course you and your partner will act together, but otherwise you should both stick to the line of work first agreed upon.

For example, if you are an experienced registered pharmacist and your partner has had but a few years' experience, you buy the drugs and medicines and outline the general policy of the store, keep the accounts, correspond with the physicians, look after the advertising, inaugurate new sales, plans, etc. Your partner, from his few years' experience, is probably a good judge of cigars and tobacco, knows all the latest soda-water hits, is posted on the best confectionery specialties; let him buy for these three departments, take charge of the show-cases and show-windows, keep the store clean and attractive, keep a good record of the stock, and see that the want book is handy and in use.

If your partner has had no experience, then all the buying and keeping of the stock falls on your shoulders. Your partner should not be taken in on equal division of profits unless he supplies three-fourths or all the capital. You have in your experience an asset that is worth good money and should be reckoned as half the capital or one-fourth the capital necessary for the proper financing of the pharmacy. If your partner is inclined to be fair in the matter, he will not allow you as the experienced partner to supply half the capital and all the experience with an equal division of the profits, yet many partnerships are formed in this manner. The writer speaks from a personal experience of eleven years under this form of partnership, and when efforts were attempted to rectify this unfair agreement several years afterward, it was found to be too late to change conditions.

Circumstances affect partnership agreements and there are many forms of partnership in the calling of pharmacy not mentioned here, so it is impossible to give a general rule for regulating them.

DIVISION OF WORK FOR PARTNERS.—One specific rule, how-

ever, should be insisted upon and that is—*when the partnership is formed there should be such division of work that each partner would know without question the line of work assigned to him and when accepted should be strictly adhered to.* It is better to have this agreement put in writing as verbal agreements are easily forgotten, misinterpreted, or their meaning enlarged. For lack of a strict agreement or understanding the writer has known many flourishing pharmacies to tumble to pieces. There are pharmacies to-day where the partners don't speak to each other; others where they quarrel incessantly; others where antipathy in its worst form exists between the partners.

When you choose a partner you should make up your mind at the start that your partner has rights which should always be considered, and to that end you must make many self-sacrifices. Your partner should be accorded the privilege of stating his own ideas on problems, and on the generally recognized assumption that "two heads are better than one," his advice should always be sought on any new departure from the established policy of the partnership agreement. Whatever judgment you may form of your partner, you should allow a certain percentage to be added for qualities he possesses that you do not see, and subtract a certain percentage from your own inventory of yourself, which is not plainly seen by him, then you will both meet on a more common level. Quarreling partners drive away their customers and their help. An expert sales manager in a large manufacturing concern told the writer that he severed his connection with the concern because he couldn't put up with the incessant quarreling of the partners. He said it demoralized the office force.

The writer asked one of the partners in a large contracting concern this question—"Why have you been so unusually successful?" "Can you give me a specific reason?" Here is his answer—"Because my partner and I never quarrel. Long ago we made an agreement to divide the work into two separate channels. I assumed all the duties coming under one

division, he assumed the duties of the other. He never attempts to interfere with my work nor I with his. We both know to a certainty that if either did attempt to interfere the action would be resented and friction would surely follow."

Although there are many pharmacies to-day that have reached success through the partnership method of financing, many more, probably the larger number, have either become wrecks strewn along the way or have resulted in dissolution, each partner opening separate stores. If you must choose a partner, take plenty of time so your choice will be a good one and when it is made don't forget to draw up the agreement for the division of the work, and have it so concise that there can be no question about it, if it comes up for argument in later years.

METHOD NUMBER THREE.—*Financing by borrowed capital* should be approached with great caution. This method is made imperative when it so happens that you have not ample funds of your own and do not desire to form a partnership with anyone but wish to "go it alone." Then you approach the bank, the loan association, or some capitalist friend or relative. The great danger here is that if the money comes easy you are apt to borrow too much. It is unwise to borrow more money than you actually need just because you are able to get it easily. The interest on loans is a steady drag on your income.

Some security must be given for your loan and if it takes the form of a mortgage you have then taken on "a commercial blackeye" which is a serious impediment to the establishment of a proper credit. If you raise the money from a bank on notes given by yourself and indorsed by your relatives or friends, the responsibility is still on your shoulders and it may be found difficult at times to meet the interest payments on the notes and in time of panic the notes may be called in and their renewal refused. Rather than finance your pharmacy on borrowed capital, it would be better to postpone entering business until you can save enough money to furnish a considerable portion of the amount required, then start in

a very small way, with expenses at a minimum figure, and borrow just as little as you really have to have to get started, then make the profits pay for further development and larger stock. The question of borrowing will come up again under the chapter, Relations with the Bank.

METHOD NUMBER FOUR.—*Financing a pharmacy by wholesale druggists* is of quite common occurrence, yet fraught with danger. The wholesale druggists furnish the stock, supply the fixtures, and put the store in shape to commence business, they of course own everything in it, you merely manage the store for them until you pay them back out of the profits, until in time the title passes from their hands to yours.

This spirit of paternalism is very worthy and if carried out unselfishly should be commended.

It appears on the face of it that there must be an object for this display of paternalism on the part of the wholesale druggists, other than that of playing the good Samaritan rôle or with the hope of any reward for their being called "good fellows" or "a fine house." There is a definite object, its aim being to provide an outlet for their goods and more especially the products of their own laboratory. There is a tendency to "load up" your pharmacy if financed in this manner. It is only natural, too, that the wholesale druggists should employ your pharmacy for exploiting their own preparations. The prices charged for goods supplied to your pharmacy are very apt to be above the market quotations, especially on those articles on which you may not be fully posted or may not be apt to question.

If you start in business by this method you are always handicapped. In case of argument the wholesale druggists can win out, for they own your store. If you fail to make good, are unable to meet your interest payments, to fulfil your agreements, the wholesale druggists can step in, foreclose and take possession of your store and you lose what money you have paid on the mortgage.

Of course it must be fully understood that nothing that is written here should be construed to apply to honest, repu-

table wholesale druggists, and it is a pleasure to say that the majority of them are honest and reputable and are honest in their desire to help a worthy pharmacist to "get on his feet" and after he gets there to "keep him there." The writer is indebted to wholesale druggists for many acts of kindness, many favors, and has been the recipient of many special considerations at their hands during a period of seventeen years as proprietor of a pharmacy, all of which are duly acknowledged and appreciated. However, the adverse conditions above mentioned do exist and are in practice to-day by several wholesale druggists and if you finance your store by this method you should be sure to choose one of the many reputable concerns if you are to be the recipient of their paternalism.

METHOD NUMBER FIVE.—*Forming a corporation* is rapidly growing in favor and where formerly it was the custom to employ this method mostly for pharmacy concerns with a large investment, many small concerns now enjoy its privileges. In cases of adversity, which seem to be allotted in some form to almost every pharmacist, the stockholders of a corporation can only lose what they have actually invested in the corporation. Their personal effects, furniture, real estate, policy surrender values of insurance policies, inherited contingent interests, are all exempt.

The incorporated pharmacy may take the form of a "close corporation," that is, all the shares are distributed among a few people; for instance, to two members of your family or to one or two immediate friends, you yourself, holding a sufficient number of shares to assure a controlling interest. If a large capitalization is required shares may be put on the market and sold generally. The advantages of a corporation are many and in these days when business changes come so suddenly and without adequate warning and a pharmacist's entire life earnings may be swept away, the safety features of the corporation appeal to many.

METHOD NUMBER SIX.—*Side line financing* includes pharmacies conducted by registered pharmacists acting as

managers for the owners. In this class are included pharmacies owned or controlled by brewery interests, wholesale liquor interests, or pharmacies financed by a single man or groups of men, as a side line investment, something outside and entirely foreign to their own calling. Side line financing is quite a common practice throughout the country to-day.

While the men engaged in brewery and wholesale liquor concerns are nice fellows to meet personally, and many of them very able men and influential citizens, the very nature of their business has aroused a feeling of antipathy among the general public and through their many political intrigues have made many political enemies, and there is no way of measuring the fury of a political enemy, unless by comparison with the familiar phrase "Like the fury of a woman scorned," which by common consent measures the highest possible point of fury.

The political enemy to relieve his mind must have vengeance on some one and that some one many times is yourself in charge of the pharmacy owned by the brewery or wholesale liquor interests. In such a position you are not only liable to have to bear the brunt of the fury of the political enemies of the owners of the store, but are placed in a bad light with the State Board of Pharmacy, The Pharmaceutical Association, The License Commissioners, and with many of the citizens of the town wherein the pharmacy is located. You are in hot water all the time. This is not a supposition, but a fact.

Many such cases have existed in a territory where they were observed by the writer and in some cases the political enemies of the owners went so far as to actually purchase liquor on the plea of urgent medical need, then to turn it over to the police authorities. Some succeeded, others were persuaded not to do it, or else their fury abated until their conscience decided for them. Of course, every rule has exceptions, and in this case under treatment here, if the ownership of the store is not generally known to be that of the liquor interests, it is plain sailing for you, as manager. Of course it goes without saying that many pharmacies

are well conducted and are successful, financed by liquor interests.

Groups of business men or a single business man, anxious to make a little "on the side," oftentimes finance a pharmacy, and ask you as a registered pharmacist to act as manager. Usually these pharmacies do not show a profit for the first two or three years and their promoters are willing to give you a bill of sale on easy terms, so eventually you become the sole owner. This was the writer's experience. Usually men financing a business "on the side" are looking for big and quick returns on their investments and if these are not forthcoming, or in immediate sight, they are glad of an opportunity to unload, which is a good thing for you, if the store is attractive, and in a good neighborhood of a flourishing community.

Summarizing what is written in this chapter it is evident that the ideal method of financing a pharmacy is where you yourself, furnish the capital, from your own savings, that donated by friends, relatives or members of your own family, and the title of the pharmacy is in your own name; you are sole owner and manager, personally developing it gradually, using the accrued profits to enlarge and extend its scope. Under the partnership method choice of the partner is important and a definite division of the duties of each partner absolutely imperative for future success. If borrowed capital is required it must be obtained from those known to be fair in business dealings and the total sum borrowed must be only the amount absolutely necessary. If financed by a wholesale druggist you should have all conditions of the agreement specified in writing, taking care that undue loading of your shelves, stuffing your orders, overcharging of goods, and too much discrimination in favor of the wholesaler's own laboratory products, be not permitted. The corporate form is a modern method of financing, restricting your liability in case of adversity to your corporation holdings; advisable where you have large outside personal interests and remainders in estates, and in cases of co-operative associations, syndicates or

pharmacies having several partners or stockholders, or where the capital is large. Financing by those other than pharmacists merely as a "side line" should be approached with caution unless the parties furnishing the capital do so with the ultimate object of turning over the pharmacy to you in the near future, or are men of friendly intentions and honest business relations.

Before making your decision final, much thought, exhaustive inquiry, and investigation on your part regarding the financing of your pharmacy, will furnish you with the proper information to form a correct opinion of the method best suited to your circumstances, then your financial decision will be the right decision.

CHAPTER IV.

OUTLINE OF POLICY.

HAVING made a thorough investigation as to the best method of financing your pharmacy and having procured the necessary capital, your next move should be to outline a policy for your pharmacy. You should argue with yourself, "shall I cater to the rich, poor, and middle class, or to the middle class and the rich, or to the middle class and the poor?" This question is of the utmost importance, but strange to say, many pharmacists never think of it, have started their stores without even giving it a thought. No pharmacy should be started or conducted nowadays without a definite outline of policy, for upon this outline depends the kind of fixtures, the class of goods, the store expense, the net profit to be realized, all of which are influenced by the location of the pharmacy.

DECIDING ON THE LOCATION.—It is difficult to give a rule for choosing a location, as it depends upon your capital, the size of the city or town, or the portion of the country in which you live. In small cities from 10,000 to 35,000 population, if your pharmacy is to be located on the principal street, care

should be taken to have it preferably on a corner and by all means on the best side of the street. Cities of this size usually have a best side of the street where the majority of the people travel and a so-called "two-cent" side of the street where the minority travel. This seems to be the result of habit inherited and handed down for several generations.

Sometimes there is a shady side and a sunny-side of the street. During the summer the people walk on the shady side in the day time, and during the winter they use the sunny side. But, almost invariably as soon as night comes they all flock to the side which custom has established as the best side of the street, leaving the other side, the so-called "two-cent" side almost deserted or occupied by a single thin line of people. Watch the principal street of any city of this size at night and you can readily see which is the popular side.

As most of the sales in a pharmacy in a city of this size are taken in during the later afternoon and early evening, the store on the popular side of the street will take in more money than the one on the opposite side, all things considered. If the pharmacy is to be located on a side street in a family neighborhood, the same conditions hold true. There is a popular side of the side streets also. Sometimes there is a finished sidewalk only on one side of the street. Put your pharmacy where the most people pass it, getting a corner store if it is possible.

Do not put your store on a side street just for the sake of saving a few dollars on the rent. A bright, attractive, well-arranged store on the principal street is one step towards success. Of course there are extremes in rent that you should not countenance, but a matter of twenty-five dollars a month more for the rent of a store on the principal street should not be a big enough barrier to force you to decide in favor of the side street location. Some big syndicates contemplating the establishment of branch stores in different towns send men to look over the towns. They spend a week or so in each town. They post themselves at different corners of the

streets and count the pedestrians, automobiles, and teams, during different hours of the day. They notice which location has the rush crowd, and which has the steady crowd. They notice the number of farmers' wagons on the streets, they make note of the number of farmers in the surrounding territory and learn as nearly as they can how many trade in the town, or trade in a nearby town, or with mail-order houses.

They note the condition of the industries of the town, whether of a diversified nature or all of one kind. Whether locally owned or owned by outsiders who may move them away at any time. They take notice of the stores, they shop in them to see the way the people are handled and to get a line on the buying capacity of the people. The prosperity of the town is considered, whether it is going ahead or falling back, whether the percentage of idleness is small or large, whether the town has had serious labor strikes, if the general appearance of the town and its suburbs looks progressive and thrifty. These big syndicates feel that when they have secured the right town and the right location in the town, they have two strong assets for their branch store.

If the syndicates believe in this preliminary survey of a town and store location, why should not every pharmacist be equally painstaking? It is well to look over your home town first, and see what the possibilities are there. It will cost you less to live there than in some other town, your acquaintances will stand by you and be an asset at the beginning. Some people do better in a strange town than in their own. In their home town their enemies will try to make trouble for them, their relatives will expect goods at cost, and their friends will always be looking for extra treatment, ten per cent. discounts, or Christmas presents. Look over desirable locations, both in strange towns and your own, then you will be better able to weigh the advantages and disadvantages of each.

To be a good merchant you should develop a capacity for judging locations. The big syndicates make a bid for the best location and if they cannot get that they take the next best

and failing in that then they skip that town and go to another one. Their motto runs about like this: "Get the best, the next to best, or stay out altogether."

Owing to the spread of big drug syndicates to cities of 35,000 and over, the desirable locations in these cities are controlled by branch stores of these big syndicates. This condition has a tendency to force new pharmacies to locate on side streets or in residential sections, or in smaller towns where but little or no competition exists.

Before deciding on a location its possibilities should be studied. How many houses are there near it? How many people live in the circle to be reached by your location before that circle touches the circle of your nearest competitor? Are these people wage earners? Are they steadily employed? What percentage of them will trade at your store? Will their average purchase be ten, twenty or thirty cents? If 2000 people live in this circle and you manage to get ten per cent. of them, or 200 as daily customers with an average purchase of twenty cents, which would make the daily sales forty dollars, can you make a good living on such sales? How much will your expenses be? Your rent (which should also be figured if you own the building), light, heat, help, insurance, taxes, incidentals, telephone, repairs, supplies, charity, advertising, printing, your own salary, interest on borrowed money or mortgage? After paying all these what will be left for your net income or to be used in further development of the business? Has the locality near your store reached its full development or will it continue to grow? What business do the banks do? How busy are the stores? How many clerks do they employ?

There are a good many questions you should ask yourself before reaching a final decision as to the location of your pharmacy. After careful consideration, with plenty of thought applied to all the problems of location, you have made your decision, you feel more sure of your ground, because you have made your choice after due deliberation and not in hap-hazard style or undue haste. You know just why

you chose that particular location and your mind is at ease.

BUYING AN ESTABLISHED BUSINESS.—The same method of investigation should be followed if you intend to buy out an established business. Find out all about the neighborhood—the terms of the lease of the store and how long it has to run and if it can be renewed—the former reputation of the store—the bona-fide sales for the past year or two—the accurate inventory—the depreciation of the fixtures—the list of unpaid accounts due by the store.

This latter is very important. Be sure that all the unpaid accounts are accurately listed, otherwise you will be paying out money for unpaid bills for several years. A friend of the writer had a bitter experience. He bought a pharmacy in the suburbs. The former owner gave him a list of the unpaid accounts. It developed later that his accounting methods were so loose that he omitted many claims which were satisfactorily proven so that the new proprietor told the writer that he was paying up unlisted unpaid accounts for a year, amounting to about \$1200. So the pharmacy cost him \$1200 more than the price agreed upon. The writer knows another pharmacist who had a similar experience in one of the largest cities in Massachusetts.

ABOUT THE LEASE.—Get a lease from the landlord and don't forget to read the lease before you sign it. It is far better to know then what you are going to sign than to find out a few years later that the lease contained a clause or clauses that had you known it, you would have thought twice before signing it. Many landlords refuse to give leases, so if you happen to get this kind of a landlord have your store equipped so that you can go traveling at short notice. Ordinarily a landlord won't turn out a well-conducted store, but they want the best returns on their building, and if somebody else wants your location and is willing to pay extra for it, then the landlord becomes a cold blooded business man, and you are asked to meet the advance or vacate. The landlords don't hesitate to raise the rent of unleased stores without the slightest provocation. If you have a lease your

rent is sure to be the same during the term of the lease, and you can have a clause inserted that on the expiration of the lease you are entitled to the privilege of re-leasing at the same rent.

Of course there must be a distinct understanding with the landlord as to his part of fixing up the store. If he is to put in the ceiling and floor and keep the ceiling repaired and painted, also the outside front of the store painted, have the agreement so understood that there will be no wrangling about it later. Many landlords voluntarily offer to put in the floor and ceiling, also the shelving and partitions needed in the basement, and keep the outside front of the store properly painted. Other landlords won't do anything. It is advisable to get them to do as much as possible, also to have an understanding as to their position regarding repairs that may be necessary in future years. Landlords should aid a pharmacist tenant as much as possible, but they won't, and the pharmacist with a good landlord has a prize that ought to be appreciated.

VENTILATION AND SANITATION.—Arrange with your landlord about the plumbing and ventilating, as well as the heating of the store. Be sure that the plumbing is modern and sanitary. If the outlet to the main sewer is too small you will have trouble all the time with the water backing up and running over in your sink. A store should be well ventilated even if it requires an extra window to be put in. The heating should be such as to get an even heat throughout the store. From sixty-five to sixty-eight degrees is about the right store temperature. The customers are warmly clad when they come in and they won't stop to look around if the store is too hot and stuffy. A poorly ventilated store has a tendency to make the clerks feel dopey.

Don't forget the water rates. Some landlords pay them, some don't. Find out your landlord's stand on the matter. If you have to pay for them see that your water meter is your own and not have some office upstairs connected with it and you paying for it. Take the same precaution with the

gas meter, or else you'll find out some day that the meter in your cellar connects with the gas pipes in one or two offices upstairs and you are paying the gas bills for yourself and some office tenants over you. This may seem a small matter, yet the writer knows of some store-keepers that were in this position for some time before discovering it.

Another thing, always read your gas meter, electric meter and water meter. If you don't understand it, follow the company's agent when he takes the reading and he will show you. Compare your figures every month with those of the company's. These precautions should not be overlooked. Before you put your name on the lease, be sure that the landlord delivers the store to you in immaculate shape and all agreements as to future improvements have been specifically stated and understood.

WHAT CLASS OF TRADE TO CATER TO.—Now comes the outline of policy. Your choice of location and your knowledge of the circle of people who will trade at your store, should show you what class or classes to cater to. It is usually better to cater to only two classes—either the rich class and middle class, or the poor class and middle class, preferably the latter. It requires less stock, and less investment to cater to the poor and middle classes. They pay cash and are the best spenders. The rich class as a rule run accounts and pay only about twice a year, and, anyway, they usually make their big purchases in the large pharmacies in the nearest large city to where they live. Many goods purchased for the middle class are equally appropriate for the rich class. Generally speaking, the rich class in a small city buy at a pharmacy only the goods necessary for their immediate needs.

The majority of pharmacies then should cater to the middle and poor classes, regardless of their religious preferences. You shouldn't bother your head about the religion of your customers. They may be Baptists, Unitarians, Episcopalians, Catholics, Hebrews, Presbyterians, Spiritualists, Christian Scientists, or of other denominations. They earn their money honestly and you are in business to get their money,

and the money of one is as good as that of the other. They should all receive equal treatment.

WHAT WILL YOUR PROFIT BE.—Having decided on the classes to cater to, the second step in your outline of policy should be to fix your percentage of expense and percentage of gross profit, both figured from gross sales, not from cost. For instance, if you have 200 customers per day with an average purchase of twenty cents, your daily sales will be forty dollars. Then you should say to yourself, "I will buy my goods and mark them so as to make thirty-three and one-third per cent. gross profit, and will allow twenty-five per cent. of the gross sales for expenses (which will include my own salary), then I will have eight and one-third per cent. of the sales left as net earnings on my investment over and above my salary. This I can put in the bank or leave in the business for the purchase of more stock, or to add a new department, or for general development of my store."

Then your forty dollars sales per day would split up like this: Thirty-three and one-third per cent. would be thirteen dollars and thirty-three and one-third cents, which would be the gross profits or the amount received for the goods over and above what they cost you. Twenty-five per cent. of forty dollars is ten dollars, which is the amount of expenses—the cost of running the store. The gross profit, thirteen dollars and thirty-three and one-third cents, minus the expenses, ten dollars, leaves three dollars and thirty-three and one-third cents, the net profit which is eight and one-third per cent. of the total sales of forty dollars.

Now you say: "Besides my salary which I figure in with my expenses, I shall receive three dollars and thirty-three and one-third cents for myself every day, provided I can get 200 customers to spend twenty cents each at my store every day.

"To make this thirty-three and one-third per cent. gross profit on my sales I cannot pay more than two dollars a dozen for twenty-five-cent articles, four dollars a dozen for fifty-cent articles and eight dollars a dozen for one-dollar articles. Therefore, I must buy the best goods for the poor

and middle classes that I can get at these figures and cannot go above these figures without sacrificing my fixed percentage of gross profit. If I am obliged to pay more than these figures for some goods, I will offset the extra price by marking my side lines and fancy goods at a figure to permit me a return of thirty-five or forty per cent. gross profit. This will help me also to cover slight losses and deterioration of goods, so my gross profit of thirty-three and one-third per cent. and net profits of eight and one-third per cent. on the total sales will not be disturbed, and I will allow nothing to alter these fixed percentages."

That is an *outline of policy*, and every pharmacist, whether conducting a store at present or about to start one, should have a definite outline of policy. That marks the channel in which your ship of pharmacy should be sailed. If you get outside the channel marks you will soon be in shallow water and your ship will get stuck in the mud, perhaps so hard that the referee in bankruptcy may have to be secured as pilot.

Be sure and keep that eight and one-third per cent. difference between your gross profits and your percentage expense. That is an open space of water which should be kept clear and nothing allowed to encroach upon it. If you can net ten or fifteen per cent., all the better, and the quicker you adopt eight and one-third per cent. and realize it the better prepared you are for netting ten or fifteen per cent. You will have to "go some," however, to net eight and one-third per cent. and keep it there. This will be gone into at greater length in the chapter on commercial arithmetic.

A brief summary of this chapter proves that no pharmacy should be established without proper appreciation of the value of the location, a specific understanding with the landlord, or without having a definite outline of policy which includes the classes of people to be catered to—the kind of goods required for these classes—the price to be paid for these goods—a fixed percentage of gross profit, expense, and net profit—and a resolution to the effect that the conditions included in the outline of policy should be strictly observed.

CHAPTER V.

PLANNING A PHARMACY.

IN possession of a thorough knowledge of the possibilities of your location, a definite outline of policy, you should be able to plan your store intelligently and make the best use of the available floor space and to facilitate the purchase of the right number and the right kind of show-cases, tables, and fixtures. You should use your imagination and see in your mind just how your store should look when completed, where the show-cases will be, and how many are needed for the proper display of the kind of goods necessary for the classes of people you have decided to cater to.

ABOUT FIXTURES.—You should consult with some good local architect or contractor or with some good, reliable concern, that makes a specialty of planning and equipping a pharmacy. You should use your own judgment a great deal in planning your store and not depend too much on the plans of the architect, contractor, or special pharmacy fixtures concern. You have studied your proposition carefully, know just the kind of goods needed, the number of show-cases required, the amount of capital at your disposal that can be spared for the purchase of fixtures, the possibilities of the location, and should have considerable to say and ought to be in a position to dictate to the contracting concern just about what you want and to refuse to accept what you don't need.

In purchasing fixtures you should realize that they can not be turned over into money like stock. What money is invested in fixtures never comes back. Fixtures don't pay a profit, in fact they decrease in value at the rate of ten per cent. per year, so at the end of ten years their cost value is so small that many pharmacists never include them in their inventory. Another thing about fixtures is—banks and loan agencies will loan but little money on them, usually not more than one-fourth of their value, but they will loan on

stock, for stock is movable, has a definite value, and is about as good to one pharmacy as another. It is a staple commodity with a known market value. Stock turns over several times a year, in fact, that is where the profits of the pharmacy are derived, from frequent turn-overs of stock. Too much of the available capital should not be invested, then, in fixtures.

High priced fixtures require high priced show-cases, high priced goods, to give the right balance of tone to the whole store. As most pharmacies appeal to the mass rather than to the class, expensive fixtures are good things to let alone. They can be left to those pharmacies with unlimited capital and favored with high-class trade or which enjoy a high-class location. You should "go light" on the subject of fixtures and buy only such as are adequate for your actual present needs. You will find that the first critics of expensive fixtures would be your own customers. It seems to be true of human nature that the customers of your pharmacy know, or seem to know, all about your capital, ability and possibilities of your store and if your store is equipped out of proportion to the demands of the location, your own customers are the first to notice it and they feel skeptical as to your good judgment in general.

A friend of the writer who conducts a first-class barber shop, recently laid out considerable money on improvements. The entire shop was renovated, new up-to-date appliances added, without any increase in the prices to patrons. A few months after the extensive improvements were finished the writer, after complimenting the splendid appearance of the shop, asked the proprietor if it paid him to lay out so much money, and he replied something like this: "No, sir, it didn't pay me to do it. A few days after the improvements were completed four customers called and demanded their mugs, declaring that the shop was getting too high-toned for them. Furthermore, business has not increased one bit, if anything, it has fallen off. I think by putting out so much money on improvements the people got the idea that I was making too much money, so they probably transferred their patronage



FRONT OF LIGGETT'S DRUG STORE, TORONTO, CANADA. EXAMPLE OF MODERN RECESS STORE FRONT WITH FACILITIES FOR FOUR DIFFERENT WINDOW DISPLAYS

to some shop that they thought needed their trade more than I did."

Your pharmacy can be made pretty and attractive without expensive fixtures. The key-note to consider in them is uniformity—in color, style, and measurements. Their convenience and service should not be the only things considered, for their appearance is important, as so much depends nowadays on proper display and balance. Then their adaptability to your surroundings should be considered. Fixtures of white wood, with several coats of zinc and lead white paint, with a finish of white enamel, is appropriate for a dark store. This was the kind of fixtures in the writer's store. It is a fearful job to keep them immaculate. They brighten up a store, however, and make a good background for the different-colored preparations in the shelf-bottles and the vari-colored wrappers of the patent medicines. Hardwood fixtures finished in the natural wood are desirable, more so than to have them stained. The natural wood grows dark in time. Dark-colored fixtures are appropriate for a bright store, light-colored ones for a dark, gloomy store.

You should not allow expensive fixtures, plate glass mirrors, etc., to be forced upon you when you know that your own finances and the possibilities of your location do not warrant their purchase. A fixture concern that is fair should not allow such a condition, and in the writer's opinion it shows poor business policy on their part if they sanction any such proceeding. Before making your final decision, be sure that you have carefully considered every point that has a bearing on the best display of goods and the proper balance of the store in general. Order your fixtures early, as it is important that they should be installed before your goods begin to arrive.

ABOUT SODA FOUNTAINS.—The soda fountain, which should not be too costly, as the styles change so often, should be located where it is easily accessible from the street. In some pharmacies it is on the left and in others on the right of the entrance. It is important that it be located on the side that

will be natural for the customers to expect it. In some of the newer stores the soda fountain is placed beyond the cigar case or beyond both the cigar and candy cases as shown in the illustration. The argument in favor of this location is that cigars are what people are in a hurry about and not soda. Then, too, soda customers must pass the cigar and candy cases and they are brought near the middle of the store.

ABOUT LIGHTING.—The lighting arrangement should be so planned as to have the lights hang over the show-cases rather than over the centre of the store. Then the goods and prices show up better. Any little detail that contributes even in a small degree to the better display of goods tends to increase the sales, for well-displayed goods partly sell themselves. The matter of lighting is one of the big items of expense to a pharmacy, as it is open so many hours of every evening in the week. The lighting should be adequate and should not be stinted too far. A well-lighted store is a good advertisement in itself.

By having each lamp equipped with a separate switch or cord, with a little care, the lighting expense can be kept at minimum. During the late hours of the evening when trade is light or on stormy nights, several of the lights can be turned off. All these points should be thought of before the lighting system is installed. It will save re-wiring and tearing up things later on. There should be no dark corners in your store at night. Ground glass globes are better than clear glass. They give a softer light and are not so dazzling. Hooded lights are better for the windows, because they throw the light down on the goods rather than through the glass into the street. The goods rather than the street is what you are interested in.

ABOUT SIGNS.—An electric sign is a good advertisement, if you have a good place to put one. Its value lies in how clearly it can be read and how many people will see it. The script type of letters for electric signs is not advisable. A friend of the writer, who is proprietor of a large department store, put a lot of money into a sign of this character, and



PHARMACY OF DONOVAN & FALLON, CHARLESTOWN, MASS. EXAMPLE OF THE MODERN IDEA OF STORE PLANNING NOTE THE POSITION OF THE SODA FOUNTAIN BEYOND THE CIGAR AND CANDY CASES THE SODA CUSTOMERS ARE BROUGHT TO THE MIDDLE OF THE STORE.

he doesn't like it. It is not legible enough to suit him. The plain letters are much better. Be sure to put your electric sign where it will have the best circulation—be seen by the greatest number of people—then you will get adequate returns on your investment, for electric signs are rather expensive, unless you happen to be in a town where the “electric sign flat rate lighting contract” is in force. Your regular sign over your store should have a row of hooded lights above it, otherwise it will be hard to read at night. It is better to keep the window glass clear rather than have gold or enamel signs on it.

The front of your store should be distinctive, different from the stores near you. Either in the color of the paint, the arrangement of the windows, or the character of the signs. If the window arrangement is not satisfactory, perhaps the landlord will change it for you. If he don't you can afford to go halves with him on the cost of it, if you have a lease. If a telephone pole obstructs the view of your store front make a complaint about it and you can get it removed. If there is room at the side of the window, erect a bulletin-board upon which you can enter special bargains, weather indications, base-ball and foot-ball scores, election returns, etc. Get the people in the habit of looking at that bulletin-board every time they pass.

ABOUT CASH REGISTERS.—A cash register is an indispensable article for a pharmacy. You will need one, but go in light. The multiple drawer register of improved type, that has a drawer for each clerk, tells which clerk took in the mutilated coins, which one made the mistake in changing a bill, which one forgot to charge a credit sale or credit a payment is not the register for you at the start unless you actually need it. A less expensive register, provided it meets your requirements, is much better for you to buy.

The best way to do is this: When the salesman explains the different kinds of registers choose the one *you* think is best adapted to your needs. Then you will realize that you can

afford to let the \$500 register wait until you have established a well-paying store and by that time you will know better just what kind of a register you want. The writer commends the cash register. It is a mercantile weapon that you cannot get along without. It will save you at least a dollar a day. It also saves time, assures a good method of handling and recording sales, and acts as a check on dishonest clerks. But don't cripple yourself at the start by carrying the burden of heavy payments on an expensive cash register.

CHAPTER VI.

ARRANGEMENT OF A PHARMACY.

BUYING THE OPENING BILLS.—Having decided to invest most of your capital in stock, you are now ready to buy your opening bills of goods. As the subject of buying goods will be treated at greater length in Chapter XXIV, only such reference to it will be made here as seems necessary for the exercise of proper caution in buying the opening stock. For the lack of this proper caution many pharmacists have on their shelves to-day goods that appear on their opening invoices perhaps fifteen or twenty years ago.

A safe guide to buying opening bills is to enter one-twelfth dozen at the top of the order sheets and write ditto marks under it for all the items in the order. One-twelfth dozen lots of all the necessary articles will run up a bill of several hundred dollars from the wholesaler alone, add to this the many articles of several side lines and the cost of the opening stock runs up into the thousands. Most stores are located where they can replenish their stock every week and the demands on the stock the first few weeks after the opening will prove to you the trend of your trade.

GLASSWARE AND LABELS.—It is in the purchase of glassware and labels where the average pharmacist errs. Labels



EXAMPLE OF RETAIL STORE FRONT, SHIP AND INVITING, SOFT COORDINATION OF COLOR, LOTS OF SHOPS DESIGNED TO PRODUCE AND CHANGE
SUB TO ATTRACT ATTENTION

alone tie up a lot of money and it isn't saving money to buy 1000 labels of Tr. Cinchona or some label rarely used, just because the labels happen to be a little cheaper in 1000 lots than in 250 lots. Buy the small lot, and it is better still to use the blank labels for articles rarely put up, writing the name of the article in the blank space. Buy only the labels actually needed and those in small quantities. Money invested in labels is dead. It isn't live money that can be turned over and used for purchase of movable goods. So it is important not to have much dead capital invested. The label catalogues should be carefully studied and after you have the order written out, go through it again and cross off every label that you can possibly get along without. You will throw bouquets at yourself in later years if you adopt such a course.

Lithographed labels are the better, but rather expensive, and have to be bought in large quantities. Good printed labels are neat and serviceable, and nowadays when the percentage strength of different articles is required to appear on the labels and new laws frequently passed, changing these requirements, printed labels are better, at least at first. A good way to enable you to decide this question satisfactorily is to write your opening label order and figure up the amount for printed work and for lithographed work, then see if the difference in the amounts would not be used to better advantage in buying some of the leading tooth pastes or goods that turn over quickly and yield a profit. The goods that the difference in the two amounts would buy, could be turned over several times a year, yielding a good profit.

The question uppermost in your mind should be "How much of my available capital can I reserve for investment in goods that turn over quickly and pay me a profit?" By subordinating other problems to this you will reason that your investment in articles that don't turn over and yield a profit must always be the minimum. It is safe to say that nine out of every ten pharmacists if they had it to do over, would use greater care in their opening label order.

The same holds true of glassware. It is not necessary to buy case lots of panel and odd shaped bottles or lettered ware. The staple shapes and sizes are sufficient. If you must have fancy sizes and shapes buy only in small lots. Buy ointment jars and vials sparingly, until you find out just how much use you will have for them.

STORE SUPPLIES.—You don't have to supply every physician in your town with prescription blanks and fancy leather cases. Confine your efforts in that direction to those physicians in your immediate neighborhood, including, of course, those of the profession who are your intimate friends, or from whom you expect at least a share of their patronage. Laboratory utensils should be confined to those of common every-day use. As the business grows new utensils can be added gradually.

The store stationery should be neat and dainty, without too much copy.

SHELF BOTTLES TO THE REAR.—With the advance of the commercial side of pharmacy comes a tendency to relegate to the rear of the store all the shelf-bottles, on the ground that the space usually apportioned to them can be put to better advantage by displaying goods that suggest a purchase and turn over quickly. Most of the cut price stores in the large cities have adopted this plan and their shelf bottles may be found either at the extreme rear of the store or very near it. Many pharmacists oppose this new idea. Shelf bottles are a pretty sight in a pharmacy, with all their varicolored preparations, but they don't sell goods. If the store is small the usual shelf bottle space can be employed for a display of goods that sell every day of the year, and as a pharmacist is in business for profit, whatever means tends to increase that profit may be used. Besides, shelf bottles near the rear of the store are more readily accessible to the laboratory and label case.

It is a question for you to decide and your decision can be hastened by weighing the arguments on both sides as pertains to your locality. If your rent is high and your store small, you should have no hesitancy about putting the shelf



MORGAN'S PHARMACY, WALDEN MARS. EXAMPLE OF MODERN TENDING TO CONCENTRATE THE DRUG DEPARTMENT AT THE REAR OF THE STORE. NOTE THE DRUG COUNTER ACROSS THE STORE, AT THE REAR, BEHIND THE RECESSED SHELVING FILLED WITH PILLS, FLUIDS, AND PHARMACEUTICALS AND MEDICINES. THE SHOP IS BOTTLES ARE CONVENIENTLY LOCATED AT THE RIGHT, BEYOND THE BOW FOUNTAIN.

bottles in the rear, and using their usual space for the display of your own preparations or other good selling articles, which help to sell themselves by means of their prominence of display. You cannot figure on much increased business to shelf bottles display as they do not continually suggest a purchase. With the exception of a few common articles like borax, alum, blue vitriol, sulphur, essence of pepper-mint, all the contents of the shelf bottles are like Greek to the customers, and as they cannot read the labels, the goods do not suggest a purchase. The pharmacy of the present and future will have but few shelf bottles and those will be relegated to the rear of the front store or to the back room near the prescription department.

In any case, shelf bottles should be purchased sparingly. They tie up a lot of capital that cannot be turned over. The seldom used tinctures, essences, elixirs and pharmaceuticals can be kept in regular glass bottles, using shelf bottles only for preparations constantly used. Check up your shelf bottle order several times before sending it in, and don't be afraid to draw the pencil through several items.

ARRANGING DEPARTMENTS.—Every department cannot occupy the front places in your store, so reserve those best places for the kinds of goods that appeal especially to the majority of your customers, then every time they come in and start looking around there is always something getting in front of their eye to remind them that they need just such an article or articles.

The position each line of goods is to occupy in the store should be carefully thought out. Goods that are apt to sell well just from the fact that they are seen, should be placed in show-cases or on top of them, where they will readily catch the customer's eye the minute he gets inside the door. Articles of general use by everyone should be where they are constantly suggesting their purchase to every customer. If the locality of the store and the class of customers suggest the possibility of a large perfumery and toilet water trade, give this department a prominent location.

The arrangement of a pharmacy is of greater importance

than the average pharmacist accords it. If a pharmacy that was arranged on a well thought out plan could be compared with one in the near vicinity that had a haphazard arrangement the difference in favor of the former would be very marked, and it is safe to say that this store would get the more business and be the more attractive. Another feature of the thought-out-in-advance plan is that the arrangement of the goods is more apt to be permanent, that is, when the goods are apportioned a certain position, they will occupy that position for a long time. This is especially important as regards chemicals, pills, tablets, pharmaceuticals, and shelf bottles. They should not be moved about frequently. They should hold their original position as long as possible, then their place is always known and you can put your hand on any article, even in the dark, as you know just the place it should occupy.

It is understood, of course, that goods affected by seasons should be changed so as to occupy front positions during their best selling seasons, this also holds true of specialties and your own preparations. Patent medicines group themselves naturally—blood medicines together—liniments together—dyspepsia remedies together, etc. As much of the stock as possible should be in sight, not only because it makes the store look as though it was carrying a big stock, but enables the customers to see perhaps the very thing they need and were trying to think of. Glass doors are therefore better than wooden doors for lockers that come in view of the customers. Goods liable to deteriorate by exposure to light, heat or moisture should be known, and the most suitable place accorded them as needed for their best preservation.

Whatever shelving needed in the cellar should be in position before the goods arrive; this facilitates the distribution of goods apportioned to the cellar. Don't put away any goods without the cost mark and the selling price marked on them. It is humiliating when a brother pharmacist comes in to buy a bottle of something he is temporarily out of, to tell him "what does this cost, thirty-four or thirty-eight



INTERIOR OF INDEPENDENT DRUG COMPANY'S STORE, AMHERST, MASS. EXAMPLE OF A PHARMACY ARRANGED ON THE WELL-THOUGHT-OUT-IN-ADVANCE PLAN

cents? there is no mark on it," or to keep a customer waiting until you find out whether an article sells for forty-five or fifty cents.

Summarizing the main points of this chapter proves the advisability of buying opening bills of goods, including labels, glassware, stationery, store supplies, drugs and medicines in small lots—of apportioning the largest part of your capital to the purchase of goods that turn over quickly and yield a good profit—of arranging the stock and shelf bottles on a well-thought-out-in-advance plan, keeping in mind the suggestive power and salesmanship of goods well displayed in accessible positions—of the proper utilization of floor and wall space—of the careful checking of all invoices and the accurate marking of prices on every article. A careful attention to these points assures economy of time—increased sales—less deterioration of goods—quick moving stock—and in general an attractive, well-balanced and businesslike pharmacy.

DIVISION II

PRESENT AND FUTURE PROBLEMS

CHAPTER VII.

PRELIMINARY PROBLEMS.

THE STORE NAME.—Your own name is the best name to give your store. Some stores are named from their color, their location in the town, or the street on which they are located. The Green Pharmacy—The White Pharmacy—The Twentieth Century Pharmacy—The Central Pharmacy—The Broad Street Pharmacy—The Mariner's Pharmacy—The People's Pharmacy, etc. The writer's store was named The White Drug Store, by the group of men who started it, on account of its being finished in white and gold. Brock's Pharmacy—The Davenport Pharmacy—Litchfield's Phar-

macy—Underwood's Pharmacy—The Hutchinson Pharmacy—are stronger names and designate the proper proprietorship. The location may be closely defined such as: second door from the Arlington Hotel—third door east of Main and Summer—right near the Aqueduct—across the park from the Post Office—opposite City Hall—near Union Station—opposite Park Street Subway Station, etc.

ABOUT INSURANCE.—Of course you will carry fire insurance. Don't try to reason that it is an added expense, that you never had any relatives or friends who were ever burned out, that the chances are a hundred to one that you never will have a fire. It is the poorest kind of economy to neglect your insurance or allow the policies to expire without being renewed. The writer knows a pharmacist who decided to drop his insurance for one year in order to cut down his expenses, and a few months after the expiration of the policies his store was burned to the ground, and he lost everything. The fire losses in the United States are over a quarter of a billion dollars annually, and your turn to be burned out may come at any time. The wholesale druggist who extends you credit will ask you how much insurance you carry. He has other commercial risks to carry besides taking a chance on your uninsured stock. Besides it would reflect on your business ability to tell your wholesaler that you carry no insurance. Never mind if the premium rate is high in the building you are in. It is high on account of its great risk.

If you are near a fire station where there is no chemical engine, perhaps you can co-operate with the landlords and tenants of your vicinity to petition the city government to get one. That will reduce your premium rate. Well kept premises help to reduce the premium rate. Send for an inspector of your insurance company, he will tell you what to do to get your premium rate lowered. Do not be afraid to insure for a good sum. If you carry a stock of \$6000 insure it for at least \$5000, then you will come under the provision of the eighty per cent. clause in the policies, which reads as follows:

EIGHTY PER CENT. CLAUSE.

[COPY OF THE CLAUSE.]

"It is a part of the consideration of this policy, and the basis upon which the rate of premium is fixed, that the assured shall maintain insurance on the property described by this policy, to the extent of at least eighty (80) per cent. of the actual cash value thereof; and that failing so to do, the assured shall be an insurer to the extent of such deficit, and to that extent shall bear his, her, or their proportion of any loss that may happen to said property. Provided, however, that in the adjustment of any loss or damage by fire on stock or merchandise, no inventory for the purpose of ascertaining the application of the foregoing clause shall be required, unless the amount of damage is at least five (5) per cent. of the amount of insurance on such stock or merchandise. It is expressly understood and agreed that in case there shall be more than one item or division in the form of this policy, this clause shall apply to each and every item or division separately."

Effect of Co-Insurance.

1. The Co-Insurance Clause *has no effect* in the adjustment of losses under either of the following circumstances; that is, the assured would recover the same amount, in case of loss, as under a similar policy without the Co-Insurance Clause:—

(a) When the guaranty is complied with, that is, when the amount of insurance carried is equal to, or greater than, the guaranteed per cent. of the value of the insured property at the time of the loss.

(NOTE.—This is true whether the loss be partial or total.)

EXAMPLE.

The 80 per cent. Clause being attached to policies:—

Value of property insured.....	\$100,000
Insurance carried, not less than.....	80,000
Loss, whatever it may be, say.....	30,000
Amount that assured would receive.....	30,000

(That is, the assured would receive the amount of his loss up to the amount of his policy.)

(b) When the loss on the property is equal to, or greater than, the guaranteed per cent. of the value of the insured property at the time of the loss.

(NOTE.—This is true whether the amount carried is equal to the per cent. guaranteed or not.)

EXAMPLE.

The 80 per cent. Clause being attached to policies:—

Value of property insured.....	\$100,000
Insurance, any amount, say.....	40,000
Loss, not less than 80 per cent., say.....	81,000
Amount that assured would receive.....	40,000

(That is, the assured would receive the face of his policy, although he did not carry the per cent. guaranteed, because his loss was *not* less than that per cent.)

2. The Co-Insurance Clause *has an effect on the adjustment of losses*, and the assured would be called upon to contribute with the Companies in the following case *only*:—

(a) When *both* the loss *and* the amount of insurance carried are less than the guaranteed per cent. of the value of the insured property at the time of the loss.

EXAMPLE.

The 80 per cent. Clause being attached to policies:—

Value of property insured.....	\$100,000
Insurance, less than 80 per cent., say.....	60,000
Loss, <i>also</i> less than 80 per cent., say.....	40,000
Amount that assured would receive.....	30,000

(That is, he carries three-fourths of what he guarantees, and therefore he receives three-fourths of his loss.)

3. Always bear in mind that the Co-Insurance Clause does *not* compel the assured to carry the per cent. named in the Clause; it does not compel him to carry any particular amount; it simply is an agreement on the part of the assured that if he does not carry a certain percentage to the value of the property at the time of any loss, he shall be considered a co-insurer, and will bear a part of the loss himself.

Rates.

4. If the 80 per cent. Clause is attached to policies, risks are written at printed rate without regard to the amount of insurance that is actually carried.

5. If a clause is attached guaranteeing 70 per cent. or more, but less than 80 per cent., 10 per cent. is added to the printed rate.

6. If a clause is attached guaranteeing 60 per cent. or more, but less than 70 per cent., 20 per cent. is added to the printed rate.

7. If a clause is attached guaranteeing 50 per cent. or more, but less than 60 per cent., 30 per cent. is added to the printed rate.

8. If a clause guaranteeing less than 50 per cent. is attached, 50 per cent. is added to the printed rate.

9. If no Co-Insurance Clause is attached, 50 per cent. is added to the printed rate.

10. Where 90 per cent., or more, is guaranteed, allowances in rate are made, according to circumstances, particulars of which will be furnished at the office.

11. Briefly, the rate is determined by the *per cent. guaranteed* in the policy, and is in no way affected by the *amount actually carried*. If the 80 per cent. Clause is attached, the policy is written at the printed rate without regard to the amount in dollars carried. If a clause guaranteeing less than 80 per cent., or if no clause is attached, the proper percentage is added to the printed rate, *even though the property may in fact be insured to its full value*.

READ YOUR POLICY.—Always read your policy, and if you do not understand any portion of it, seek an explanation from the insurance agent. Don't be afraid to ask your wholesaler to look up the financial responsibility of the insurance company you intend to patronize. So many insurance companies have gone to the wall in late years that such a precaution is justified. After you have been burned out, then it is too late to look up the company's record or make any changes in the policy. Have all your electric wiring inspected to eliminate possibility of fires from that source. This is required by law in many cities. Keep excelsior packed in boxes and not thrown loosely about in the cellar. Don't pile boxes on top of each other until they reach the rafters. All these details affect your insurance rate. The rates are fixed by a board appointed by the different companies, and these rates are governed by the conditions existing in a town. Pay the prevailing rate, no matter how high and be sure not to allow your insurance to fall below four-fifths of the value of your stock. Keep your valuable papers and books in your safe, for you will need your records to show to the insurance company in case of any loss by fire. The better records you can show the company, the more prompt they will be in settling your loss.

The writer found that it pays to insure plate glass show

cases; one case was broken three times and another one once. The company replaced them immediately and at considerable expense to them. If you have the patent cases, held by clamps, it will pay you to have them insured, especially the ones in the most danger. The show windows are usually insured by the landlord. Insurance against mistakes by clerks is carried by most pharmacists nowadays. It only costs fifteen dollars a year for about four clerks. The company takes charge of the damage suit and is liable up to \$5000.

THE SELECTION OF HELP.—The importance of good help will be brought home to you more emphatically if you will keep uppermost in your mind the fact that your help are the ones that come in close contact with the customers and either aid or hinder your progress. Their selection is an important step in your career. Have several conversations with the applicants before hiring them. You are not always sure of first impressions. If your store is in a Swedish locality a Swedish clerk will probably be better for you. If in a strong Protestant district, a Protestant clerk. The circumstances of your location influence your decision on these matters. Religious prejudices are so modified nowadays that a competent clerk is well thought of regardless of his religious views. If prejudices exist in your neighborhood, however, it is a factor to be reckoned with. Honesty, disposition, appearance, habits, are other points to consider.

The amount of help required should now be decided. A registered pharmacist and a boy or a registered assistant pharmacist and a boy, or an experienced junior clerk and a boy are the usual combinations. How much of your appropriation of twenty-five per cent. of your total sales can be allowed for clerk hire? It is the opinion of many that fifteen per cent. of the total sales is the proper amount.

You can't expect to get a good one at a cheap price. If you happen to be so fortunate, raise his salary as soon as you can; he is worth all that you can afford to give him. If you don't give it to him somebody else will get him away from you. Look the field over thoroughly before deciding. This

clerk problem will receive further treatment under Chapter XXI, Treatment of Clerks.

CHOICE OF COST-MARK.—The great argument against cost-marks, using a word, is that all betray the fact that they are cost-marks. Bix on a tag can mean nothing but cost. Some will say this does not matter, but the more a customer's mind is diverted from the thoughts of what the article costs the dealer the more likely he is to be favorably impressed with the article itself.

A solution of the problem lies in using a cost-mark which will appear to be something else. An ideal cost mark is the one that has an easily remembered key; that may be transmitted by voice; that is so simple in form as to minimize chances of error in writing and reading, and that is not what it seems. The following is such a one: "1, 2, 3, 4."

To use it: one doubles the figures placed after it; two adds fifty per cent. to the figures placed after it! three deducts a third; four deducts a half. The cost mark key is always the initial letter. To illustrate its use: In marking the cost on an article costing sixty cents, one may write it in four ways—130, 240, 390, 4120—as the initial 1 means to double the following figures; the initial 2 means to add fifty per cent. to the following figures, the initial 3 means to deduct a third from the following figures, etc., thus 130 (2×30 is 60); 240 ($40 + 50$ per cent.), is sixty cents. In writing the cost on the goods under this system the abbreviation "No." is placed before the cost. Thus the customer is led to believe that it is the number of the article instead of the cost-mark. This makes it a great advantage in conversation between the clerk and the manager, or proprietor before a customer. For instance, the customer is protesting against the price. The clerk may think a reduction wise, and that it will be granted by proprietor or manager, and he may desire the manager's endorsement of the price. The manager does not have to examine the tag, or ask its price, to learn the cost. He simply asks "What number is it?" The letter, or hieroglyphic system would not permit this simplicity in such

acase. For some businesses it would only be necessary to use one or two or at the most, three of these numbers, and if necessary, a clerk could be given only one of these keys, the others being reserved for other clerks, or for the manager only, as thought advisable.

ESTABLISHMENT OF CREDIT.—This is your next important problem—your financial standing. How will you get credit and how will you keep it? It depends a great deal upon your own ability and honesty—your character and frankness. You surely should establish credit, whether or not you ever take advantage of it. To accomplish this you will have to deny many of your wishes and refrain from buying many things that you think you ought to have. Buy only what you can pay for when the bills come due. All eyes are on you at the start. Even though you try to deceive people, they soon learn your true condition. “Trim your sails to fit the wind” and as the years roll along you will have plain sailing.

STATEMENTS TO MERCANTILE AGENCIES.—Do not take the stand that the mercantile agencies are your enemies. They are your friends. They want to do you justice. Don’t hesitate to receive their representatives cordially and make your statements to them fairly and frankly. They will make a report on your store anyway, and it is better for you to give them the information than have them pick it up in a roundabout way through inquiries. If you treat the agencies right they will treat you right. If your capital to start with is small, tell the agency so. They will deal liberally with you if you are honest and fair with them. Many pharmacists spoil their opportunities for trading with big commercial houses on account of their stubbornness in refusing to have anything to do with mercantile agencies. One pharmacist said to the writer: “I never give a statement to a mercantile agency and I never will. I don’t want them to know all about my business. I pay my bills and if any house don’t care to sell me, why, they don’t have to.” The agencies come pretty near knowing all about this pharmacist’s business, even if he thinks to the contrary.

The writer made it a point to ask several traveling men this question: "How do you know who to call on in the different towns on your route?" Their replies were all alike, and were like this: "I never call on anybody that hasn't a good rating. I consult Dun and Bradstreet before starting on a trip and get my list ready for the different towns. My house won't ship an order to any merchant who hasn't a good rating in Dun or Bradstreet. If their records there are not O. K. they don't get our goods. I simply have to give them the go-by."

It is impossible for the big concerns, selling to thousands of customers scattered all over the country, to know each customer personally, so they rely on the credit ratings as stated in Dun and Bradstreet. Don't get in wrong at the start by refusing to furnish the agencies with true statements of your condition. Establishing credit with the bank is so important that we will discuss it by itself in the next chapter.

The principal points to remember about the preliminary problems discussed in this chapter are—to put your own name over the door of your pharmacy—insure your stock in a financially sound insurance company, and to the amount of at least four-fifths of its value, to read and understand your policy—to carefully consider all circumstances of your location that have any bearing on the selection of help, keeping in mind that your help are the ones that can represent or misrepresent you—to make truthful statements to mercantile agencies and to establish and preserve your credit.

CHAPTER VIII.

RELATIONS WITH THE BANK.

CHOICE OF BANK.—You will naturally choose for your bank the one most handy to your store, not realizing perhaps that other qualities are of more importance than mere convenience of location. The nearest bank may be the meanest in the city; its directors may be narrow-minded; the rules of the bank

too strict; its requirements too excessive; its reputation for forcing and squeezing notorious. You should make exhaustive inquiries from other merchants as to their treatment from the several banks, and select the one with the best reputation for fairness and friendliness and the one from whom he would be reasonably sure of the most aid in case circumstances in later years require it. Nowadays the president or cashier of a bank solicits the patronage of new enterprises, and you will receive personal visits from the officials of several banks who will state their facilities and resources and express a desire to "handle your account."

When the decision is made you should proceed to the bank, tell the cashier of the plan you have accepted for financing your store, the amount of capital you intend to invest in stock and fixtures, the possibilities of your location, the probable amount of business to be done, your percentage of expense, your estimated profits, and your general outline of policy as adopted. This recital will impress the cashier that you are starting right, are applying system and business principles, know in advance all your possibilities, and your credit is firmly established at the bank. The cashier will probably require you to keep at least a balance of \$150 or \$200 always in the bank. Some banks require this, others merely suggest it and others never even mention it. The bank will surely extend every courtesy and concession possible to a pharmacist who "gets in right" with the bank at the start. Have every condition of your relation with the bank fully explained so there will be no misunderstanding later.

BORROWING FROM YOUR BANK.—Do not be afraid to borrow money from your bank. Many pharmacists have the idea that if they should ask a loan from their bank it would be the same as a confession that they were on the verge of bankruptcy. The bank is in business to loan money. When you ask credit from a bank you are in the same position as your customer when he asks credit from you. If you think he is honest, reliable, of good character and habits, thrifty, you are glad to extend credit to him. Now the bank will do the

same by you. If you are well known to them as an honest, upright, truthful man, possessed of good business ability, and you answer all their questions as to your capital, stock, borrowed money, plans and definite aims for the future, they will be only too glad to extend credit to you. Why shouldn't a bank extend credit to you as well as your wholesale house? The latter would not give you any credit if you was not entitled to it, neither will a bank.

When you go to the bank to borrow, file a correct statement with them as to your condition, how much business you expect to do, what your plans for the future are, your personal expenses, money borrowed from relatives and friends, in fact everything that bears on the subject. The bank has a perfect right to know all about you and if you are weak enough to try to fool them or conceal any important facts from them you will be found out in time. A bank can easily find out about your personal habits and expenditures, your domestic life, the class of companions you associate with, incidents of your past life—nothing is too trivial that has any bearing on the case.

Your tangible assets is not your principal foundation for obtaining credit from a bank. Some banks place reputation first, some integrity, some ability. Reputation is perhaps the most universally recognized asset. Without it you cannot do much in the borrowing line.

The advice of most business men is that no young man should start in business on capital borrowed from a bank, but should start on his own capital and borrow from the bank from time to time, as he needs it for seasonable purchases. Banks do not like to make permanent loans. They much prefer the temporary loans. Many pharmacists have started in business on money borrowed from banks, but as far as the writer can learn, they do not advise anyone else to repeat their performance.

The better way is to run your business for a while until you have shown that you possess the requisite ability for making the business a success, then you have a better founda-

tion to stand on when you approach the bank for a loan. If you do this you will find the bank willing to advance the money you need, because the showing made by your business justifies the loan. The bank will not grant you a favor knowingly, if you show an inclination to dodge their questions, or to withhold information, or if your statements are too flattering.

WHAT YOUR BANK WANTS TO KNOW ABOUT YOU.—Your bank wants to know everything about you. Your own statement is filed, then information is obtained through the mercantile agencies and any other channel through which information can be secured. A banker secured a report on a merchant once for the writer and it was surprising how closely the tabs are kept on a merchant nowadays.

The report read something like this: "His stock is small." "His store is small." "His business is small, probably not over ten dollars a day." "Spends most of his time in his store." "He has no money." "His capital is furnished by his aunt." "He is slow in his payments." "He has a poor personality." "His habits are fairly good, but he has a bad temper." "Many customers proclaim him queer." "The appearance of his place of business would indicate that he is just barely dragging along." Such reports as this show that a merchant is followed rather closely in all his movements.

Personal habits are often quoted. "He plays golf every day." "He spends forty dollars a month rent, which is too much for his income." "One clothing merchant reports that this party owes him thirty-five dollars for boys' suits." "His wife is a swell dresser." "He doesn't get to work until ten o'clock every morning." "He seems to be indifferent to his business." "He prefers hunting, golfing, motoring." You might just as well make a square stand in the first place, and not try to fool your banker. He would much prefer to hear the information from your own lips than to get it in the form of reports.

After you have established a credit with your bank, no

matter how large, use just as little of it as you possibly can. As your business grows and you need additional capital for its further development, then it is plain to you the advantage of standing in well with the bank. If your credit has not been undermined the bank will loan you the money needed after learning your reason for requesting the loan. The bank will want to know if the conditions of the business warrant the loan, and if the loan is actually needed. The bank desires to help you in legitimate development of your business. The advice of the bank is very beneficial at this stage, as they know the advantages of conservative borrowing and the disadvantages of over-borrowing.

There is a tendency toward extravagance with easily-borrowed money. Money that is hard to get is spent with extreme caution. A safe rule to follow is to borrow only the amount absolutely necessary to the natural, conservative development of your business, and not to borrow at all if the net earnings of the business are sufficient to meet the demands of its legitimate growth.

If you have been caught dating checks ahead, kiting checks, or been found guilty of other unbusinesslike practices, and now apply for a loan, you will either be turned down altogether or be required to file a statement of your actual condition at this time. The value of your stock, fixtures, accounts due, the amount you owe for goods due and not due, outstanding notes, bonds, etc.

The bank keeps this statement on file, and if it looks favorable to the bank they may loan you a small amount. You should give an accurate statement of your condition, for false statements to obtain credit is a criminal offense.

CHECKS.—When you fill in the amount of the check in figures, have the first figures as far to the left as possible so that it will be hard for anyone to insert a figure before it, then draw a heavy line at the end of the figures so as to utilize all the space and prevent any insertion there. Checks are usually made out to some one's order or to bearer. The former is the better way, for checks made out to bearer may

get into the wrong person's hands and the bank cannot be held responsible if they pay these bearer checks to the wrong people.

When you wish to send a person a certified check, make it out in the regular form, take it to your bank; here the bank writes or stamps the guarantee across the face of the check, then it is signed by a proper officer of the bank. This check is certified, and requires that you must have sufficient funds in the bank to cover it, as it is charged to you as soon as certified. Although certified checks are as good as cash and circulate as such, they are not legal tender. When you get a check certified and then decide to get another one for a larger or smaller amount, don't destroy the one you have, for the bank won't give you another, no matter how hard you try to explain your mistake. The check has become a liability of the bank, therefore it should not be destroyed, but returned to the bank.

Make prompt use of all checks you receive. The person that drew the check wants it paid as soon as possible so it will be returned by his bank in order for him to check it up. Outstanding checks are a source of annoyance and sometimes cause a heavy loss. If you hold up a check for more than a reasonable time and the bank should fail just before you presented it for payment, you couldn't compel the maker of that check to reimburse you. If any of your checks are lost in transit, notify the bank at once, they will furnish a printed card for you to fill out, stopping payment on that check. You can then issue a duplicate, and sometimes the bank may ask you to write the word duplicate across the face of it in red ink. If you don't stop payment on a lost check that is made out to bearer, anyone finding it can get it cashed.

DRAWING CHECKS.—Don't draw any checks until you have the money actually in the bank. You may reason that it will take four or five days for a certain check to go to New York, Boston, Chicago, or St. Louis, and your sales for four or five days will surely provide a deposit large enough to cover the check before it gets back. This line of thought

works out all right in several cases, but every once in a while your check makes good mail connections and gets back a day ahead of your schedule time. Then comes the telephone message from the bank that your account is over-drawn several dollars. The cashier of the bank notes the shortage, also that the check is four days old and although he may not say anything, his suspicions are aroused and his faith in you is questioned for the first time.

He will then watch for repetitions of the offense. Perhaps a little later you get pinched a little and give a check dated a week or two ahead to accommodate a friendly traveling man. This check is supposed to be held by the book-keeper or cashier of the concern to whom it is given until the date specified, but several times it gets into the regular deposits and gets back to your bank a week ahead of the date specified. Although the bank is not supposed to pay the check until it is due, half the time they don't notice the date, as they don't look for checks dated ahead, so the check is charged up to your account. Before the bank closes that day they find that your account is overdrawn, and upon looking up the reason, learn that a check has been presented dated a week or two ahead. Then you are asked for your decision in the matter. Do you wish to cover the check or send it back to the bank where it was deposited and cashed? As the latter requires changing the records of the bank, the trouble of returning the check with a letter of explanation, you decide to raise enough money to cover the check and so notify the bank.

Now what have you done? You have been caught drawing checks before you had the money in the bank to meet them. You have been caught dating checks ahead. The cashier then decides to watch you, and from that time on your account is under close surveillance, also yourself and your habits. Your credit and good standing at the bank is starting to tumble. For a while you are cautious and then perhaps you find yourself in a tight place again, and this time to resort to "kiting" or "swapping" checks.

SWAPPING CHECKS.—Although you have no funds in your

bank, you draw a check for fifty dollars, payable to a friendly merchant near you, who deposits in another bank in a different part of the city, taking in exchange a check for fifty dollars to be drawn to your order by the friendly merchant. You deposit the merchant's check just before three o'clock, or any time after the bank exchanges for the day have been made, then the merchant does not have to cover the check until the next day at noon or so, as it won't get back to the merchant's bank until the exchanges are made the next day. The merchant deposits your check in the merchant's bank and it does not get back to your bank until the exchanges are made the next day. You then have had the use of fifty dollars worth of unsecured paper and have about a day and a half's sales to use to cover your check when it gets back.

The banks hate this practice of "kiting checks" and although it is largely used, they seem to find some way of catching people at it. Suppose you repeat the practice several times, then the cashier gets busy. He calls up the cashier of the other bank, explains his suspicion, then when your check is presented at the merchant's bank by the merchant, the cashier immediately calls up the cashier of your bank and says: "A check has just been deposited here for fifty dollars, drawn by Mr. Blank. Has he sufficient funds to cover it?" The reply comes back, "No! the check is no good, he only has a balance of a few dollars here." Then the merchant is informed that your check is "no good" and cannot be accepted for deposit. You then have to make it good at your bank and have them telephone the other bank that the check has been made good. In the meantime the merchant's check is held up by your bank, who finds out that the merchant has not sufficient funds at his bank either. So both you and your merchant friend are caught.

Then you are called to the bank by the cashier who has lost confidence in you, and told that further deposits from you will not be accepted. The cashier may, however, give you another chance. In that case he will warn you not to draw

a check until the sufficient funds are actually in the bank; that dating checks ahead hurts your standing with banks and the business houses to whom they are given; that "kiting" checks is held deplorable by all banks, and no bank will tolerate depositors that continue these practices. You are "let down easy," and steer clear of such practices ever afterward.

Of course you won't get yourself in such a position if you pay heed to the principles and conditions contained in the preceding chapter of this book. Many large manufacturing concerns "kite" checks, passing them along through several concerns for their endorsements. The managers of some concerns told the writer that they drew checks and sent them away and never attempted to cover them until just when they were expected back, but they were always sure to have them covered before they got back. You had better do your banking right, however, as a friendly bank can aid you greatly, while an unfriendly bank may like nothing better than to put you in a hole and squeeze you.

BALANCE YOUR CHECKS.—When your checks are returned from the bank every month they should be carefully checked up to see if the bank's figures agree with your own. This matter is important, for if there is any discrepancy it should be reported at once in order that your books and those of the bank agree. Many pharmacists reason that the bank has such an accurate system that their books must be correct, and take the same for granted, and readily accept the bank's figures as correct, even though they show a smaller balance to the credit of the pharmacist than his own books show. Banks make mistakes, however, and are willing to go through their books any time to rectify them, or in case of doubt.

Should a check be lost in transit you can stop payment on it by filling out a card for that purpose at the bank. Then issue a duplicate, writing the word duplicate in red ink across the face of the check. Or you can draw a new check with a different number.

PROTESTS.—If a bank holds a note against you, endorsed, perhaps, by one or two of your friends, and you do not cover

the note when due, it goes to protest. A notary public presents the note to you and demands payment. He also notifies in writing the two friends who endorsed your note, so they can protect themselves. If this demand was not made by the notary public, and the proper notices not given, the endorsers would be released. The proof that these steps were taken is then made by the notary public who issues his protest to that effect, attaching it to the paper. The protest fee is usually charged to the party responsible for the non-payment of the note. If you then refuse to pay the note and the protest fee, the bank has to collect from your friends who endorsed it. If you leave at your bank for collection, a note endorsed by yourself alone, you are the only one that can be held, so instruct the bank not to protest.

ENDORSEMENTS.—When you write your name across the back of a check, draft or note, you make yourself liable for payment in case the maker fails to meet it when due. Your endorsement implies that you have received value for the same. Endorsements should be on the back about three inches from the top, but if there is already an endorsement on it, write your name under this signature whether it be on the wrong end or not.

Always endorse every check you deposit, whether payable to your order or not, and if the check made out to you has your initials twisted around, or your name misspelled, endorse it just as your name appears on the face of the check, twisted initials, misspelling and all. Notes should first be endorsed by the payee, who is the person to whom payment has been or is to be made. Always write your checks and endorsements with pen and ink, never with a lead pencil.

IDENTIFYING PEOPLE.—One thing you will have to be careful about is identifying people at a bank. Perhaps somebody approaches you and says: "I have a check which the bank refuses to cash unless I am identified, and as you are a depositor in that bank, will you step down there with me and identify me?" When you go to the bank with the person, you say to the bank official: "This is Mr. White." You will then be

required to endorse the check before the bank will cash it. Now if that check proves worthless the bank has two persons to fall back on, and if they cannot recover from the person you identified they will recover from you.

It isn't safe to identify those you are but slightly acquainted with, for the bank does not know them and only cashes their checks because they know you as a depositor in good standing, and it is you they recognize in the transaction; you are the one they will look to for their money in case the party identified is an irresponsible person. Many good people of the writer's acquaintance have been caught at this identifying practice. It is a good thing to let somebody else do.

On the subject of endorsing Andrew Carnegie says: "The habit of endorsing has wrecked many a fair craft. *Never endorse.* As business men you will probably become security for friends. If you owe anything, all your capital and all your effects are a solemn trust in your hands to be held inviolate for the security of those who have trusted you. These are first claims upon you. When a man in debt endorses for another, it is not his own credit or his own capital he risks, it is that of his own creditors. He violates a trust. *Never endorse* until you have cash means not required for your own debts, and never endorse beyond those means. Consider endorsements as gifts. Can you afford to give it? Is the money really yours?"¹ A friend of the writer formerly endorsed notes for many of his friends until he lost several amounts, one of \$1200, then he stopped. Now he takes Mr. Carnegie's advice and never endorses.

Summarizing the points of this important chapter proves that care is necessary in choosing your bank and that the bank with a reputation for fair and square dealing, is the bank you want no matter what part of the city it is located. Your credit should be established at this bank by frank statements of your condition, your plans and purposes, and this credit

¹ The Empire of Business, by Andrew Carnegie, Doubleday, Page & Company.

once established, you will only draw on it when needed, and not borrow money just because your credit is good. In return for the bank's accommodation to you, be accommodating to them by keeping your accounts straight, not overdraw- ing, nor swapping checks, nor practising any unfair methods. Your relations with the bank should be friendly, and at all times conducted with due accord to modern business principles.

CHAPTER IX.

LOOKING AHEAD.

WE will assume that all your goods have arrived and are arranged in their places—that all the invoices have been carefully checked up, compared with catalogues and price lists to see that no overcharges have occurred—that the list of damaged and missing goods has been compiled and sent to the manufacturers and wholesalers—that the entire store is in immaculate shape, and everything is ready for the opening day.

PLANNING FOR THE OPENING.—A quiet, unassuming opening is better than the hot air, music and fireworks variety. The date of your opening should be painted on a large cloth sign outside the window or on heavy paper inside the window. Also give notice of it in the local papers, with a cordial invitation for the public to visit your new store. Run this notice in an eight-inch space, four-inch, double column. Have for the heading:

"A COMMUNICATION TO THE PUBLIC FROM BLANK'S PHARMACY."

In the body matter treat of your purposes and aims, your well selected stock, good service, convenience of location, etc., and conclude with an invitation for all the readers to call and inspect your new pharmacy.

A few days before your opening make an appointment with the representatives of the local papers. Take them all



WINDOW DISPLAY ARRANGED FOR OPENING DAY. NOTE PROFUSION
OF FLOWERS

through your store, then they will give you a free write-up of about a column. Have this inserted on the day that they can give it the best location in the paper. This write-up will give you a good send-off. Souvenirs for the opening day are not necessary, but are often used, as they tend to create the impression that your store is generous. That is a valuable impression to obtain. Some good bargain leader is a good stimulant for the opening day. Take a loss on it and charge the loss up to advertising. Buy some good article and put it at a price that will come within the reach of all. Be sure and have everything in apple-pie order, for first impressions are lasting. The public can be convinced that a new man can do business better than an old established one, and it is up to you to convince them. If they are pleased with their treatment the first day they are sure to come back, if not they will go elsewhere. Everybody flocks to a new store, so don't miss your opportunity of making good with these first callers.

PLANNING FOR THE FUTURE.—Now comes the time when you must look ahead and make your plans for the future. To be successful you must make your store serve a useful purpose. You must prove that it is a necessity for the people of your locality. "What can you do to be of real service to the people of your locality and to the community in general?" You must sell better goods, sell at lower prices, have better accommodations, better assortments, better service, or more honest and square dealings, than your competitors. If you cannot do all these things "Why should the people come to trade with you?" "Why are they not just as well off trading where they are now and have been for years?" These are the questions you must consider. Success in any new field is secured by the ability to do several things better than they are being done.

If you can run your store better than your neighboring competitors, the buying public will soon become aware of that fact and your store ever afterward will be the magnet for them. Watch your stock closely the next day or two

after your opening, and try not to lose many sales. You will have to lose some at first on account of the uncertain demand, but if the public will overlook a shortage the first few days, they won't stand your being out of what they want after their second visit. Don't encourage the habit of sending them to your competitor for goods you should have. Look ahead constantly, see that you have in stock the advertised articles, for you do not know what minute you will have a call for them. You should establish an ideal, then try to reach it, or as near it as possible. Use your imagination, it is of great use in business. Imagine how your store will look a year from now. Make a mental picture of it. Establish this picture as your goal. Then you will have the inspiration and enthusiasm to make real what you have imagined.

Be content with a slow and steady growth. For lack of this many failures occur during the first year or two. Be careful about a too rapid increase of stock and expenses. Learn to creep before you walk, and don't commence to run until you can walk well, otherwise you will get a bad fall. Do not force your growth too much. A slow, steady growth is more healthful in business. Subscribe to a good business magazine, a good advertising journal, and at least two good trade journals. You will find in them many good suggestions applicable to your business. Use good judgment when adapting ideas from any articles that you read. Be sure that there is a necessity for them before you decide to accept and apply them.

SUMMARY OF PART I.—A brief summary of Part I proves that an immediate demand for Commercial Pharmacy exists, that the universal tirade against our present educational system is spreading out so as to include education for the pursuit of Pharmacy. As great changes have been made in the methods of conducting pharmacy, great changes are necessary in the educational training for pharmacy. The methods of financing a pharmacy, planning, arranging, and outlining a policy for a pharmacy, are all important questions to be decided in advance. Establishing the proper protection, the

proper credit for a pharmacy are items that must have attention. Run your store *for profit*. You must establish some definite goal and adopt systematic plans to reach it, otherwise the business would simply drift along like a stick of wood in a flowing river. No buildings are built without being planned in advance. "How can a pharmacy be built without being planned?"

Every subject treated in Part I has an important bearing on your future and the reason for having a clear understanding of them is, that the problems of management and development are so big and numerous, that it will require all your time and energy to grapple with them. You will be better able to handle them if your mind is free from any interference caused by improper attention to or solution of such preliminary problems, as have been treated in this chapter. Your time in the future will be too valuable to utilize a large portion of it in rectifying early mistakes caused by lack of forethought. A good start will prove a blessing for you. A poor start means a handicap that may require years to overcome.

PART II

PHARMACY MANAGEMENT

DIVISION III

THOROUGH KNOWLEDGE OF YOUR BUSINESS

CHAPTER X.

EFFICIENT MANAGEMENT.

THREE things are requisite to the success of any pharmacy. 1. The establishment of the pharmacy itself must be *a sound undertaking*. That is, a good reason for its establishment must exist. The needs of the neighborhood demand it, perhaps. The location is excellent. 2. *Sufficient capital*. 3. *Efficient management*. It must have all these requisites, for if it has two of them and the third is entirely absent, the pharmacy won't live long. The chances for success are greatly hindered if the three requisites are not up to the standard required. The whole measure of success varies according to the degree of perfection existing in these three requisites. The third requisite—efficient management—is nowadays considered the most important. A first-class location may exist for the establishment of a pharmacy, the necessary capital forthcoming, but without efficient management, that pharmacy is doomed to failure. Efficient management can overcome a scanty capital or a location that is only fair. Efficient management determines the degree of success, and if the proprietor of a Pharmacy is an efficient manager he can rest assured that he is able to solve one of the biggest and most difficult problems of business success.

But few pharmacists, however, are efficient managers, because their training for this important position has been

lacking. Their experience has been confined to a few years' clerkship and a study of the professional side of pharmacy, rather than the commercial. They have hardly been introduced to business topics. They are not even on speaking terms with the ethics of business. If you were approached by a promoter to invest your money in a patent medicine factory or a druggist's syndicate, the first thing you would want to know would be: "How about the management? Who is the manager? Is he square and upright, and has he the ability to conduct this enterprise?" Big investors and capitalists will not invest their money in a new enterprise until they learn who has been secured as manager.

A pharmacist who intends going in business for himself should study business methods systematically for two or three years previous to opening a store of his own. He ought to make some effort to prepare himself, for if he does not he will make a good many expensive mistakes the first five years he is in business. Good managers in any line are hard to find, for the fact that they are good assures them permanent positions. Any pharmacist who is an efficient manager need never worry about his future, for he can make good money in business for himself or be sure of a good salary and constant employment as manager for big pharmacies.

No worse economy could be found than that of hiring a cheap manager. A good one is worth all he gets and if you are a good one yourself, see that you pay yourself a good salary. If you have to get a manager for your branch pharmacy, get a good one. A poor one will cost you at the end of a year a sum more than enough to pay a good one's salary. It is the writer's opinion that efficient management should be accorded the highest place from the view-point of actual value to a pharmacy. Many a pharmacy has been brought from the verge of bankruptcy to a plane of unqualified success because the new proprietor has proved himself an efficient manager. This suggests the natural question: "What are the requisites of a good manager?" "How can these requisites be acquired?"

REQUISITES OF A MANAGER.—In the first place, to become an efficient manager, you must acquire a knowledge of values, which some one has termed the business man's sixth sense. You must inaugurate a system and adopt a definite policy for conducting your business. You must promote your business by the method known as the personal development plan—that is, go it easy, build up your business by the profits derived from the business itself, keep your expenses at low ebb, add new things gradually and always in a small way at first, in this step-by-step method you will avoid serious mistakes, risks, costly experiments, and the great danger ever present, of allowing your business to outgrow its capital. In this way you will learn as you go, abandoning your little inexpensive experiments that did not give quick results, and pushing those that did. Studying all the time the needs of your customers and the opportunities of your location and neighborhood.

When branching out and adding new lines is made necessary, then you must do it cautiously, and with a small investment at first, watching closely for several weeks or a few months to see if it promises success; if it does, the investment in it can be increased, if it does not prove a success it can be discontinued. During this progressive period you are getting a thorough business training, practically acquired, which should give you a firm grasp of the reins of your business. This personal development plan is the natural method of business development. The slow, but sure method. You are bound to reach a high degree of success by this method, because you have practically applied business principles to your work actually in hand and every principle then should be so firmly impressed on your mind as to be of lasting benefit and a great base to start on during periods of hard times or industrial depressions.

The personal element should be ever present in a good manager. It is the chief force for selling goods and pushing business. An efficient manager knows human nature, is aware that every one of his customers has fads or fancies

which can be satisfied by having the right kind of goods and calling their attention to them in the right way. He must keep posted and abreast with the times by reading the drug trade papers as soon as they arrive, every month, and either have them bound or clip the most valuable articles and file them away alphabetically, by subjects, for future reference and guidance.

Knowing the value of "pleased customers," he constantly safeguards their interests, waits on as many as he can personally, mingles with them, talks with them, gets a reputation among them of possessing a winning personality and a keen eye for business. He inaugurates a system so that all store duties are conducted like a perfect machine. He has control always over his working force, and while conducting his store on progressive lines, yet there is ever present the requisite amount of conservatism to assure permanency of growth, perfect stability, and proper balance at all times.

He has the reins of his business always in hand, knows every day just how it stands, how to get the most out of it, prevents dead stock by knowing how to buy, gets quick turnovers of capital by knowing how to sell, takes cash discounts, watches book accounts, makes prompt collections, takes annual inventories, knows how to advertise, in fact he knows the laws of trade and how to practise business economics. To be an efficient manager requires that you run a business just as thoroughly as if you were acting as trustee for some estate. In that capacity you would have to account for everything. Mr. Frank A. Vanderlip, the well-known New York banker says: "If I were to name one thing pre-eminently to be desired as a result of higher commercial education, it would be *the cultivation of a proper sense of trusteeship.*"¹

¹ Business and Education, by Frank A. Vanderlip. Duffield & Co., N. Y.

CHAPTER XI.

PROBLEMS OF MANAGEMENT.

WE have just learned in the preceding chapter, the importance of efficient management and the requisites in general of an efficient manager. In the next few chapters we will learn how the efficient manager of a pharmacy applies his knowledge of business ethics and human nature to the varied and complicated problems of his chosen calling. In this chapter we will consider only a few problems in general. Assume, then, that you are either a proprietor of your own store or manager for some concern or syndicate. Think of the responsibility resting on your shoulders. You are a buyer, salesman, advertising man, business promoter, diplomat, bookkeeper, accountant, student, professional man, merchant, employer of men, and a servant of the public. To assume all the rôles with proper attention to each is no simple task. You will realize at the outset that you cannot look after all the little details yourself, it is too much for any one man, you would never get anywhere; you would make a mess of the whole affair. You would be like a person who never finishes anything because he is always beginning. You must get people to help you; to fill the positions demanded by such a large category of attainments. Your whole success as a pharmacist and a retail merchant, depends largely upon your ability to choose the right clerks for the right places. You may be possessed with great ability, but alone you can do but little; you cannot accomplish great things unless you can select the proper people to help you. You must have "the right men behind the guns."

Of course you must know how to do all the work yourself, but you should make others do it. All your time is needed in preserving the proper balance of the business, outlining its policy and building it up. You can train others to do a great deal of the work that you are doing at the present moment, and you should lose no time in bringing about such a con-

dition. While it takes a good man to run a business, it takes a better man to build and develop it. A general of an army cannot spend his time in routine work connected with running the army, he must plan ahead, plan campaigns, keep moving ahead, utilize his power and opportunities, he must use his army as a means to accomplish some definite end. So must you utilize your small army of employees, your established business, your steady following, as a means to accomplish greater results. All your valuable time should not be taken up looking after the routine work of your pharmacy, but rather in planning campaigns ahead for the definite end of business promotion, of a bigger business with bigger profits.

Your business cannot stand still; no business does that; it either goes backward or forward. Have all routine work so distributed that each employee can assume at a moment's notice the duties of the one above him. If you are taken sick, your head clerk is trained to step right in your place and competent to take charge for a long period. The junior clerk steps into the shoes of the head clerk and so on through your list of clerks. Each one is prepared to fulfill the duties of the one "higher up." It is out of the question in these busy times to try to run your business on the principle that "to get a thing done well you must do it yourself." You must train your clerks to do it; then you won't be bothered with routine details. Get all the minor details off your shoulders now. Start to-day and list all the little things you are doing personally that could just as well be done by your clerks. When you have cleared your shoulders from that load, you will be better able to devote more time to the study and employment of the several principles of business success.

One of the first principles that will appeal to you is honesty and fair dealing. You must do the right thing by the buyer and seller. You are not to take advantage of a seller or permit any misrepresentation to a buyer. You will have many chances to make money through the mistakes of the wholesalers from whom you buy. You might buy one-twelfth gross of malted milk and be charged for only one-

twelfth dozen. You might receive one-quarter dozen \$1.00 size of a patent medicine and be charged for one-fourth dozen twenty-five-cent size. You are in duty bound to report such errors in favor of yourself as you are when they are in favor of the wholesaler. Even more so, for it is pure dishonesty not to do so. You cannot defend yourself by saying: "Well! if they don't know better than to make bulls like that let them stand it, they won't miss it." The wholesalers would lose large sums of money every year through the size and frequency of mistakes in billing goods, if they were dealing with dishonest pharmacists. Dishonesty may run unchecked for a long period, but in the modern busy day world, woe to the man when he is found out. Business houses will stand a lot from a person, but dishonesty is one thing they won't stand. The whole business world is conducted on confidence in others' honesty. A successful manufacturer once told the writer, "Dishonesty is one thing I will not tolerate; no matter how qualified a man is otherwise or how good his habits, I would have no mercy on him if I found out that he was dishonest; I was brought up to loathe dishonesty; I have many faults myself, but I am strictly honest." Any pharmacist who earns the reputation of being "a crook," his days are numbered. See that your store establishes the name of being a place where honesty and fair dealing are never questioned.

The importance of "courtesy" must not be underestimated. It is one of the success principles of retailing goods. Be courteous alike to your help and your customers. You may not be the lowest priced pharmacy in your town, but if you are the most courteous pharmacist you have a big lead over your competitors. Customers will stand slightly higher prices on account of the courteous treatment they receive. Customers will not stand discourteous treatment even though the prices are a shade lower in such a store. If you have established a reputation for honesty, fair dealing, courteous treatment of customers, and an obliging manner, you have a good foundation for success. On this foundation you must build.

A thorough knowledge of your business is necessary. It is awfully hard to try to do things you are not familiar with. It was the realization of this fact which prompted the writer to assemble this book. Pharmacists are not familiar with their business when they enter upon it. They have been trained only for the professional side of it. They are called upon to decide on many complicated business problems, which directly affect their financial condition, their future prospects, and as is to be expected they arrive at the wrong decisions. A thorough knowledge of business principles and their application to your particular problems is absolutely necessary. If you haven't such knowledge, then get it as quickly as you can. When you served your apprenticeship you were not schooled in the knowledge of your goods. You couldn't tell a story about each article if somebody asked you. With the training received as an apprentice you are practically entering an unknown field when you open a store of your own. You understand manufacturing and dispensing. That is absolutely essential, of course, but it is only a small part of a pharmacy as conducted to-day. Your hope of winning out over your competitors is your thorough knowledge of your business, which allows you to serve your customers more intelligently, more economically; to establish the best store service possible; to develop your clerks into the highest commercial units that it is possible to produce and to organize them into a corps of salesmen of the highest efficiency.

You must know how, when, and where to buy; how to make a profit and how to sacrifice one. It isn't necessary to mark a uniform profit on everything you buy. Staple articles in your stock should be marked at prevailing prices. Sell them at a close margin. Make up on something else. New goods that have a run just for a short season should be marked so as to yield a good profit, for the remaining stock at the close of the season must be closed out at a heavy reduction. Holiday goods should be marked fairly high. What goods are sold must yield a good profit if you are to get your money back and allow for what you have to sacrifice the last minute

or carry over. The longer you keep them the less they are worth. Next year newer and better goods will cause the value of the old goods to shrink to almost nothing.

TURNING THE DOLLAR.—When you hear the old familiar saying “Money is made on turn-overs and lost on left-overs,” believe it, because it comes pretty near being right. You must keep your dollars working all the time. Hiding or hoarding goods is worse than hiding or hoarding money. A dollar is worth a hundred cents any time, but the longer you keep goods the less they are worth to you or to anyone else. Every dollar represented in your capital stock should be given its greatest possible efficiency. Every dollar should earn something if only a few cents a day. Working capital means money that is invested in goods that can be turned over into cash. It doesn’t mean money that is tied up in shelf-warming goods. Keep your dollars alive. Make them work every month so next month you can buy something different with them. Buy quick-turning goods. At the end of every season be cleaned up on that season’s goods. Don’t have too many cough cures, hot water bottles, lung protectors, cough drops, bronchial tablets, on hand when the hot weather begins. Turn them into money in the spring, then let the stock dwindle down to what you barely need. Those dollars tied up in cold-weather goods would buy a lot of soda supplies and summer goods. Keep your capital moving all the time.

The number of times your stock should be turned in a year depends upon the kind of goods you buy, your nearness to market, etc. You ought to turn your stock four times a year. Many pharmacists are satisfied with turning their stock three times a year. That is about the average. That means if you carry a \$4000 stock of goods your sales should be \$12,000 yearly. Assuming your fixtures inventoried \$2000 then your sales would be twice your capital invested in both stock and fixtures. A prominent pharmacist told the writer this—“Give me a pharmacist’s capital in stock and fixtures and I can tell you just how much business he is doing. His annual sales will be twice the amount invested in his stock

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and fixtures and three times the amount invested in stock alone." That is, he should turn his stock three times, his total capital twice each year. After hearing this, the writer went over his records for the preceding years and found that they figured just about as the prominent pharmacist had stated, with the exception of one year when the stock turned three and one-half times.

The point you should strive for in successful merchandising is to do the largest amount of business on the smallest amount of capital, with the least possible expense and at a reasonable profit. If your expenses now are \$8.00 per day and your daily sales \$30.00, try to get the sales up to \$40.00 per day on the present \$8.00 per day expense. If you can do \$12,000 worth of yearly business on a \$3000 stock, there is no need of having a \$4000 stock. Put the other \$1000 in the bank or use it to further extend your business. The percentage of expense should be carefully figured. Big department stores figure on twenty-three per cent. as their percentage expense. Prominent writers on commercial subjects estimate that from twenty to twenty-five per cent. is the proper amount to apportion to expenses.

Many pharmacists never know their correct cost of doing business. They do not figure every item of expense, they do not charge off enough on their fixtures every year, they do not charge up any rent because they own their building, they do not charge up the services of their clerk or cashier because he or she happens to be a member of his own family. You must get accurate figures of your cost of doing business.

Try to increase your business by carrying the same amount of stock each year. Study buying. If you are near markets buy often and in small quantities. In this way you can increase your business greatly without increasing your capital invested. The profits at the end of the year can then be put in the bank. If you claim that your profits have been made but left in the business, which is shown by the increase of stock over the inventory of last year, you will fool yourself, for much of that profit that you are claiming is dead

stock and that yields no profit. Besides, some of the goods depreciate rapidly and you may have to close out at short notice a large part of them, then your profit is all wiped out. Cash in the bank is what improves your standing. Besides the money in the bank is earning interest. Tied up in slow-selling goods it is not. Keep your stock just where it should be, put your earnings in the bank, where it is always available to invest in some good outside investment. If you will only adopt a systematic plan of saving a certain per cent. of your sales every week, no matter how small, at the end of a few years, you will have a tidy little sum. It is what you save, not what you earn, that makes you financially well off.

Don't increase your stock and expenses too rapidly; be satisfied with a slow and healthy growth. It took you a long time to learn how to creep, then to walk, then to grow up. Nature's growth is slow. It took twenty-one years for you to grow up to be a man. It takes longer than that sometimes to build up a big retail business. Have plenty of enthusiasm, you need that, but always check it with the exercise of good judgment. That is the great trouble with pharmacists when they first start in. They want their store to have everything that's going. If their competitor puts in an expensive prescription desk they must have one even better, whether their business can afford it or not.

TREATMENT OF COMPETITORS.—It does not do a bit of harm to be on friendly terms with your neighboring competitors. Do you send customers to your nearest competitor for goods you do not carry and does he do the same by you? Some such agreement would be mutual. It is now in force in many places. The man that goes after his competitor nowadays with a loaded shot-gun is apt to get hurt himself. The writer knew two pharmacists that were fighting each other all the time. One would advertise "joss sticks for nine cents a bundle for Friday only." The other would answer back in his ad the next day, "joss sticks nine cents a bundle, any day in the week, Sundays included." Then the first advertised them for seven cents a bundle, the other retaliated

by cutting them to five cents a bundle, and so on, until finally all the other pharmacists had to call a meeting to fix up the affair. It is quite commonly understood "that every knock is a boost," and when your competitor knocks you let him do it, he will be the loser in the end. A friend of the writer was elected Mayor of a certain city and his election was attributed in part to the fearful knocking he received at the hands of a paper. This paper exposed many private affairs which won sympathy and votes for the successful candidate. It is said that the Governor of a certain State owed his election to the continued attacks and slurs by one paper upon the candidate's parents. Hanging in many offices you will see this sign: "If your competitor talks about you put him on your pay roll. Never mind what he says as long as he talks."

Be friendly with your neighbors, especially your nearest one. Sell him goods at cost or ten per cent. above or let him run an account with you and you do the same with him. It is better to pay for everything you send out for, it saves trouble and misunderstanding. Do not tie yourself to any agreement as to early closing, price-protecting or business promotion schemes that would work to your detriment. Your trade may be brisk between ten and eleven P.M., while his may be all over at ten P.M. You would not do justice to yourself and your customers if you agreed to close at ten P.M. under such circumstances. Be careful about signing too many agreements. Somebody is apt to start up near you who isn't fettered with agreements or promises.

CHAPTER XII.

COMMERCIAL ARITHMETIC APPLIED TO PHARMACY.

It is safe to say that the majority of pharmacists if asked about their net profits, gross profits, percentage expense, would say that they never stopped to figure it out. They were making ends meet and a little more each year and were getting a fairly good living, but as to figures they never bothered with them. What's the use of them anyway is about the way they put it. Any pharmacist who talks like that to-day, and there are many of them, had better take the first rainy afternoon off, get a pencil and a sheet of paper and find out where he is at.

• How TO FIGURE PROFITS.—Suppose, for instance, that a “drummer” sold you a bill of specialties or fancy goods, among which was a large lot of hair brushes at \$9.00 per dozen. The “drummer” says this is a “job” and you can make a run on them, sell them for \$1.25 each and you will clean up sixty-six and two-thirds per cent. on the deal. You pushed them hard and unloaded them and felt pleased at the big amount of money you made. But if you used your pencil and paper properly you would figure something like this: The brushes cost me seventy-five cents each and sold for \$1.25, my profit was fifty cents on each brush. Fifty cents is forty per cent. of \$1.25, so my percentage of gross profit was forty per cent. Now I don't know what my percentage expense of doing business is, but I will call it about the average of any pharmacy, twenty-five per cent., so I have only netted fifteen per cent. profit. Fifteen per cent. of \$1.25 is eighteen and three-fourth cents. It cost thirty-one and one-fourth cents to sell each brush, estimating the store expense at twenty-five per cent.

The “drummer” figured the percentage of profit on cost,

to make the inducement more alluring. Fifty cents is sixty-six and two-thirds per cent. of seventy-five cents, but fifty cents is only forty per cent. of \$1.25, the selling price, so instead of making sixty-six and two-thirds per cent. gross profit, only forty per cent. gross profit was made, and after deducting twenty-five per cent. for expenses, but fifteen per cent. net profit remains. This is where many merchants make trouble for themselves, figuring their gross profit on cost and their percentage expense on selling price.

FIGURE PERCENTAGES FROM SELLING PRICE.—Both percentages should be figured from the same base, the selling price. Take this case, for instance. You get an “inside deal” on a lot of sponges that cost you sixty cents each, retailing regularly at \$1.25. You say: “I will have a sale on these, put them in the window and run them off in a few days and make twenty-five per cent. on them.” So you mark them at twenty-five per cent. above cost or seventy-five cents each. Now let us see if you made twenty-five per cent. on them. Your percentage expense is twenty-five per cent., so twenty-five per cent. of seventy-five cents is eighteen and three-fourth cents, which added to the cost, sixty cents, amounts to seventy-eight and three-fourth cents. As the sponge sold for seventy-five cents you actually lost three and three-fourth cents on each sponge sold. The difference between the cost, sixty cents, and the selling price, seventy-five cents, is fifteen cents, the gross profit, and this figure is twenty per cent. of the selling price, seventy-five cents. If you had even said: “I don’t care to make any money on this deal, all I want to do is to break even,” but you don’t do even that, as the gross profit is twenty per cent. and your percentage expense is twenty-five per cent., so you actually lose five per cent., as three and three-fourth cents, the money loss, is five per cent. of seventy-five cents, the selling price.

Take still another case—you buy some hot water bottles at sixty cents each and mark them fifty per cent. above cost, or ninety cents. You then say: “My percentage expense is twenty-five per cent., and I have marked these hot water

bottles at fifty per cent. above cost, so of course I make twenty-five per cent." There you are all wrong again, for instead of making twenty-five per cent. you make only eight and one-third per cent. The difference between sixty cents cost and ninety cents, selling price, is thirty cents, the gross profit. This figure is thirty-three and one-third per cent. of ninety cents, then subtract twenty-five per cent. for your cost of doing business and you have left eight and one-third per cent., your net profit. If you figure all your business on the basis that you are making twenty-five per cent. when you are actually making but eight and one-third per cent., you will haul up short some day and wonder why your figures at the end of the year don't come out right. It would be a crazy thing to figure expenses against cost, you could not do it anyway, so "Why figure percentage of profit from cost?" They should both be figured from the same basis.

So always and ever be sure to figure your cost of doing business and your profits from the selling price. If your expenses are twenty-five per cent. and you want to make a net profit of fifteen per cent. you must mark your goods sixty-six and two thirds per cent. above cost. An article cost you sixty cents, you mark it sixty-six and two-thirds above cost, or \$1.00, your gross profit is forty cents, or forty per cent. of \$1.00, the selling price; then deduct twenty-five per cent. for cost of doing business and you have fifteen per cent. left, your net profit. If a two-pound box of candy cost you eighty cents and you sell it for \$1.20, and your cost of doing business is twenty-five per cent. you have made ten cents on the sale. You haven't made ten-eightieths or twelve and one-half per cent., as many merchants would figure it, but you have made only ten one hundred and twentieths or eight and one-third per cent. The table opposite, compiled by Butler Brothers, of New York, will enable you to tell at a glance how to mark your goods to assure a stated percentage of net profit.

SALARY AS EXPENSE.—Another mistake made by many a pharmacist is not including his own salary in his expenses.

TABLE FOR FIGURING NET PROFITS.

Copyrighted by Butler Brothers, 1909.

If your cost of doing business figured on sales is represented by one of these figures

	10¢	11¢	12¢	13¢	14¢	15¢	16¢	17¢	18¢	19¢	20¢	21¢	22¢	23¢	24¢	25¢
25¢	10	9	8	7	6	5	4	3	2	1	00	1 Loss	3	2	1	00
33 1/4¢	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	00
40¢	18 1/2	17 1/2	16 1/2	15 1/2	14 1/2	13 1/2	12 1/2	11 1/2	10 1/2	9 1/2	8 1/2	7 1/2	6 1/2	5 1/2	4 1/2	3 1/2
50¢	23 1/2	22 1/2	21 1/2	20 1/2	19 1/2	18 1/2	17 1/2	16 1/2	15 1/2	14 1/2	13 1/2	12 1/2	11 1/2	10 1/2	9 1/2	8 1/2
60¢	27 1/2	26 1/2	25 1/2	24 1/2	23 1/2	22 1/2	21 1/2	20 1/2	19 1/2	18 1/2	17 1/2	16 1/2	15 1/2	14 1/2	13 1/2	12 1/2
75¢	32 1/2	31 1/2	30 1/2	29 1/2	28 1/2	27 1/2	26 1/2	25 1/2	24 1/2	23 1/2	22 1/2	21 1/2	20 1/2	19 1/2	18 1/2	17 1/2
100¢	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25

And you mark your goods at one of these percentages above delivered cost

Your percentage of net profit is represented by the figure at the junction of the two columns.

EXPLANATION—If your cost of doing business is fifteen per cent of your gross sales and you mark a line at twenty-five per cent above cost, your net profit is five per cent on sales—as shown in the diagram. If your cost of doing business is eighteen per cent and you mark a line at thirty per cent above cost, your net profit is thirteen and a half per cent on sales.

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He takes his salary out of the profits. This method is obsolete. The modern pharmacist pays himself a regular weekly salary, such a figure as he could earn elsewhere or what he would have to pay another man to take his place, a manager, for instance. As managers usually get from \$21 to \$25 per week you should charge up that much salary for yourself and include it in your expenses. A hundred dollars a month is a general average for a pharmacist to pay himself for his services.

Although there is much difference of opinion regarding whether freight and express should be charged to the cost of goods or to expense of doing business, it is generally conceded that they should be charged to the cost of goods. That is where they rightfully belong.

You should keep track of your expenses, so you will know exactly what it cost you to do business. Supposing that your daily sales are \$42 and your percentage of gross profit is about the average or thirty-three and one-third per cent., then your gross profit each day would be \$14. It cost you twenty-five per cent. to do business. Twenty-five per cent. of \$42 is \$10.50, which deducted from \$14.00 leaves a balance of \$3.50, which is your net profit on a \$42 day's business. That twenty-five percentage expense of doing business, which in this case is \$10.50, might figure up as follows: Rent (including heat), \$2.00—lighting, seventy-five cents—your own salary, \$3.00—registered clerk, \$2.50—apprentice, seventy-five cents—taxes and insurance, thirty cents. Incidentals (telephone, laundry, messenger, charity, etc.), forty cents—supplies (brooms, towels, matches, stamps, stationery, etc.), thirty cents—advertising, fifty cents, a total of \$10.50. In this case cited there is eight and one-third per cent. leeway between the percentage expense and the gross profit.

It should be your aim to increase this leeway from eight and one-third per cent. to ten, twelve, or fifteen per cent. by decreasing your percentage expense or increasing your percentage of gross profit or both. If you can buy goods so as to return you forty per cent. gross profit and your expenses

remain at twenty-five per cent., you will make fifteen per cent. net profit. Or if you can make thirty-five per cent. gross profit and keep your percentage expense at twenty-three per cent., you will make twelve per cent. net profit. You will be fortunate if you can clear ten per cent. net profit. Most pharmacists have to be satisfied with eight and a third per cent. profit. If you figure every item of expense properly it will be pretty hard to do business less than twenty-five per cent.; you might get it down to twenty-one per cent., but it is the exception rather than the rule. The gross profit of a pharmacy runs thirty-three and one-third, thirty-five, and forty per cent. The accepted figure, however, is thirty-three and one-third per cent., and you won't reach this unless you watch your stock carefully and guard against leakage, breakage, spoiled goods, etc. Then you should try to get your expenses down to twenty-three and one-third per cent. If you can't get them below twenty-five per cent. then try to buy goods that will give you a gross profit of thirty-five per cent., then you will reach the desired ten per cent. leeway.

KNOW YOUR GROSS PROFIT.—By dividing your sales you can get at the exact amount of your gross profit. Suppose you mark every sale you make for a few weeks to find out the percentage of say five departments and you find out that of your average daily sales of \$42, the soda department contributes \$10; the cigar department \$8.00; the confectionery department \$6.00; the drug department \$10.00; the miscellaneous department \$8.00; then by finding out the gross profit of each department you can get the general gross profit. The soda, confectionery, and cigar departments you can get exact by inventory each month and recording the sales separately.

A safe estimate would be for the cigar department twenty-five per cent., the soda department thirty-five per cent., the confectionery department thirty-five per cent., the drug department forty per cent., the miscellaneous department thirty-five per cent. Thus we find that the three thirty-five per cent. departments contribute \$24.00 at a gross profit of \$8.40;

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the forty per cent. department \$10.00 at a gross profit of \$4.00; and the twenty-five per cent. department \$8.00 at a gross profit of \$2.00; adding these profits together we find that the gross profit for the day is \$14.40. This figure is about thirty-four and one-third per cent. of \$42.00, the daily sales. If each of the five departments contributed equally or \$8.50 each, the general gross profit would be just thirty-four per cent. With a little care and study you can figure your gross and net profits almost to the exact figures. You should have these figures at hand all the time.

ANALYSIS OF YEARLY STATEMENT.—Few pharmacists understand the value of a yearly statement of their business, and those few that do, are unable to analyze their statements on a percentage basis. Assume that at the end of this year your statement sums up as follows:

Inventory Jan. 1, 1911, stock \$5,110—fixtures \$2,555	\$ 7,665.00
Inventory Jan. 1, 1910, stock \$4,800—fixtures \$2,838	7,638.00
Goods purchased, including freight and express....	\$10,220.00
Expenses, including your own salary.....	3,833.00
Total cash sales for the year.....	\$15,120.00
Outstanding book accounts, \$300 less 30 per cent..	210.00
Total cash sales for the year.....	\$15,330.00

The total cost of goods purchased was \$10,220.00. The inventory shows an increase in the stock of \$310. As this amount of goods remained in stock and was not sold during the year it should be deducted from the cost of goods purchased, which makes the net cost of goods sold \$9,910.00. This amount of goods was sold for \$15,330.00, so the gross profits were \$5,420. Now dividing the gross profits by the sales gives us the percentage of gross profits, which is 35.3 per cent.

The total expenses were \$3,833.00. By dividing these figures by the sales, \$15,330.00, gives us the percentage expense, which is twenty-five per cent. Deducting the percentage expense of twenty-five per cent. from the gross profit,

35.3 per cent., makes the net profit 10.3 per cent. This is a good figure to reach. From eight and one-third per cent. to twelve per cent. is about the average. It is the exception rather than the rule to go over ten per cent.

In this analysis it is assumed that you charged off ten per cent. on your fixtures. The fixtures January 1, 1910, were figured at \$2,838, and January 1, 1911, at \$2,555. It is also assumed that on all the book accounts accumulated during the year, you charge off thirty per cent. for those you do not consider good. Freight and express is added to cost of goods, which it should be, although many pharmacists figure these items as expenses. The net percentage amounts to the same whichever way you figure these items, but they are a part of the cost of the goods and should be so figured.

If you had paid cash for all your purchases at an average of two per cent. discount, you would have saved \$204.40. Many pharmacists do not include this sum in their annual statement, but figure that their cash discounts just about take care of their losses by breakage, deterioration, overweight, etc. Others charge their losses and cash discounts to profit and loss account. An estimate for breakage, damaged goods and other losses, is often included in the list of expenses, then the cash discounts are deducted from the amount of yearly purchases, giving the net cost of the goods.

If you had to borrow \$2000 from the bank at an interest charge of \$100 in order to save the \$204.40 in cash discounts, then the \$100 paid for interest should be added to your list of expenses. Interest paid for borrowed money is an expense. Interest on the money invested in your stock and fixtures is usually not figured as expense, because you charge your salary up to expense and your investment yields you ten per cent. over and above your salary. Yet, the writer talked this subject over with some experts who claim that a charge should be made for interest on the investment equal to what that money would earn if loaned at five or six per cent.

Whatever goods you or your family take from the store should be rung up in the register as sales and included in your yearly sales figures.

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The statement analyzed here shows that your sales amounted to three times the amount of your stock and twice the amount of your stock and fixtures. You, therefore, turned your stock over three times during the year and your total sales amounted to twice the value of your stock and fixtures.

VALUE OF AN INVENTORY.—Taking an inventory in a pharmacy is such a fearful job that the majority of pharmacists dodge it. They say: “I don’t want to even think of it,” “I wouldn’t bother with it,” “It doesn’t pay for the time it takes,” and so on. You never can tell with any degree of accuracy how much money you are making unless you take an inventory. To assume that as long as you are selling goods at a fair profit, you are making money, is to fool yourself. You can do an awful big business and not make much money. Some pharmacists simply keep adding from year to year the amount of goods purchased to their original opening stock, deducting this sum total from the amount of their sales; their net profit is represented by the difference less their expense of doing business. It is hard to get at a true condition of your business by this method, especially if you have been established several years.

You ought to be able to know your condition every month. You can closely estimate your stock this way if you take an inventory every year. Say for instance, your stock on January 1st, inventoried \$4500. April 1st you had a strong desire to know what your stock was worth, so you take your pencil and paper and figure it out in this manner:

Inventory January 1.....	\$4500.00	Sales for January.....	\$ 930.00
Purchases for January...	250.00	Sales for February.....	980.00
Purchases for February...	300.00	Sales for March.....	1240.00
Purchases for March.....	375.00		
			\$2150.00
Sum total inventory and		Less gross profit, 33½	
purchases	\$5425.00	per cent.....	716.66½
Less cost of goods sold...	1433.33½		
		Cost of goods.....	\$1433.33½
Inventory of goods April 1.	\$3991.66½		

These figures show that you have reduced your stock by nearly \$509 in three months. This example assumes that

you are running close and trying to turn over as much stock as you can that you had on hand January 1. This accounts for your small purchases for the three months.

To have these figures nearly accurate, you must be sure of your figure of gross profit. It might be thirty-three and one-third, thirty-five, thirty-eight, forty, or it might be only thirty per cent. Find out for sure just what it is, then you can estimate pretty closely your stock from month to month, quarterly, or yearly. It is better to take an inventory once a year. Don't let it go beyond two years anyway.

A fire insurance adjustor will not give you the full amount of your insurance unless you have been in the habit of keeping an inventory and can show him that you were carrying, say a \$4500 stock. You cannot blame him if he only settles with you for \$1500. You have no figures to show him and if you didn't take an inventory you cannot tell him that you did. No matter how much you claim, you must have the proof. There is nothing to prevent him from saying that you were letting your stock run down, in that case you couldn't say whether it had or not, you merely assumed that you were carrying a certain amount, you had no proof of it. Furthermore, if you are borrowing from the bank they want to know what your stock inventories and you will get better service from them if you are able to tell them at any time what your stock is worth.

Another advantage of an inventory is the fact that it brings to light the goods that are not selling well, goods packed away that have been covered up by other goods, containers that have leaked out part of their contents, carelessness, dishonesty, and unnecessary breakage on the part of your clerks. An accurate inventory will make you "sit up and take notice" and do a lot of thinking, wondering if you did make as much money last year as you led yourself to believe. The basement of your store will unearth many surprises. Perhaps the steam heat has dried the barrels so that quite a little Coca-Cola, root beer, witch hazel, rock candy syrup, has oozed out; broken demijohns hidden away in the

corner where they had been placed by some clerk who was trying to cover himself; a box of joss sticks which you suspected were there somewhere last summer, but you could not find them, so ordered some more; a bag of corks that fell down behind a barrel; a can of flaxseed meal with the cover gone, the goods too dirty to sell; part of a case of moth balls which had wandered from its accustomed place; goods damaged by rats and mice; goods spoiled by dampness or from water on the cellar bottom; a dozen of Mellin's Food covered up by empty boxes.

Just to find out the slow selling goods and the goods you didn't know you had would pay you for the time and trouble of the inventory. The slow sellers should be marked at any price and closed out. The other goods of the staple variety can be put in the front store and closed out within a few weeks. Inventory turns into ready cash money that has been lying dormant for the past year.

HOW TO TAKE AN INVENTORY.—Some pharmacists take inventories accurately, others go through it roughly and hurriedly, estimating a great many things instead of weighing or measuring them. One good way is to have one person go through the shelves calling out the articles and their quantity and price, the other person to write each article on a small block of paper, tearing off the sheets and putting them in a box, with a slit, similar to a ballot box. Each slip of paper is like a ballot at a directors' meeting. But one article is entered on each sheet. Shelf bottles can be weighed, and the weight of the bottle deducted. The writer used the following plan for taking inventory of tinctures and liquids in shelf bottles. Take a foot rule and measure, say four inches up the side of a shelf bottle, then pour the contents into a graduate and see how many ounces is required to fill a shelf bottle up to the four-inch mark, then you know just how many ounces there are to an inch. All the other shelf bottles containing liquids can be measured by inches, as Tr. Cinchona Comp. seven inches, Tr. Buchu five inches. They can be figured out later. After you have put all your little stock ballots into a

box you can sort them over, and copy them into an inventory book, inventory sheets, or on stock cards, as you see fit. Pharmacists who do not desire to copy every item down separately, use the cash register. As the article and amount is called out, he figures it up and rings it up as a sale on the register. At the end of a section the total is copied from the register, which is then reset for the next section.

CHARGE OFF FIXTURES.—Many pharmacists do themselves an injustice by inventorying their fixtures at too high a figure. At the least they should be charged off at ten per cent. every year. If your fixtures cost \$2000, figure them as worth \$1800 after the first year. At the end of ten years don't include them in the inventory at all. If you don't figure it this way you will be deceived as to the amount of your profit. Keep a record of your fixtures for comparison with your insurance. Fixtures include show-cases, wall-cases, scales, tables, desks, shelving, cash registers, machinery, appliances, tools, accessories, and in general everything of a tangible value that is not merchandise. Some business experts claim that twenty per cent. should be charged off each year and after five years they should not be included in the inventory. It is estimated that the life of a soda fountain is about twenty years. Some charge off five per cent., some ten per cent. per year for depreciation in their soda fountain. A \$1000 soda fountain would not be included in the inventory after twenty years by the former figures, not after ten years by the latter figures. To insure accurateness of your inventory, articles should be listed at their present value, not at what they cost you when purchased. Real dead stock should not be included at all and shop worn, damaged goods only at what they would sell for.

CHAPTER XIII.

ALWAYS KNOW WHERE YOU STAND.

How many pharmacists could answer this question: "Where do you stand to-day?" Probably not one in a hundred. Some could not tell anywhere near; others might approximate it fairly close. You must sooner or later find out. You cannot succeed unless you have complete control over your financial affairs. Finance is a weak point in almost every pharmacist's make-up. "But why should it be?" A pharmacist above all other merchants should be accurate and thorough in his financial affairs. He is trained in accuracy and thoroughness from the first day he enters a store. As an apprentice he is told that he must be absolutely sure of everything he handles and that he must not take chances with a single article. A grocer may send out a quart of peas for a quart of beans, or a butcher a pound of pork steak instead of veal steak, and no harm is done, only a little inconvenience caused; but, a pharmacist cannot send out five cents' worth of salts of lemon for epsom salts, laudanum for paregoric, or put up atropine for urotropin, without serious complications.

Everything in a prescription is carefully studied to see that the doses are correct, to see which of two articles are meant when the writing is such that it might mean either; no chances are taken; the physician is called up on the 'phone, his meaning is made clear. Yet, it is in the little things where your training in accuracy and thoroughness is side-tracked. The big mistakes are made on simple things, in putting up simple remedies. When dilute hydrocyanic acid is prescribed you are very careful that the exact amount of minims is dispensed, you call your head clerk to check the prescription. No chances are taken in such cases, for it is a matter of life or death. Yet in your lack of accuracy and thoroughness in your financial affairs you are destroying your own business life, and courting your own business death.

It is the same case of life or death, only applied to your business rather than your physical condition.

Unless you are fortunate enough to live in times of great prosperity or are overwhelmed with prosperous conditions, you cannot live a successful business life unless you "always know where you stand." No matter whether your business is large or small you must hold the reins of it in your hands all the time. You should know every month, every week, and for that matter every day, just where you stand. What your assets and liabilities are; how much you owe and how much is owed you; your percentage of gross profit, net profit, and expense; the amount of stock you carry; whether or not your business shows a bona fide increase; how each day's sales compare with the same day a year ago. If you haven't a system to tell you all these things you will wake up some day and find your business insolvent instead of solvent. Then it will take you several weeks to make yourself believe it, then a few more weeks wondering how it all happened. You have been doing a good business and took it for granted that you were making money. You had no way of being sure of it because you never took the trouble to "know where you stood."

If you have no system to supply you with such information and cannot inaugurate one of your own, write to a professional business accounting house who makes a specialty of working out systems for any line and size of retail business. Just recently a successful contractor who equips mills and factories with piping and fire sprinklers, told the writer that an expert accountant called on him and asked to be allowed to go over his books for the past year, to locate defects in his system of accounts and make suggestions for improvement of his whole system. At the end of two weeks the suggestions were recommended and accepted, and now this contractor knows just where he stands all the time. He recommended other friends of his to install the same system.

You should have a desk of your own. If you haven't one, buy one right off. You can get a good second-hand one for

\$15 or \$20. Keep all records accurately. The first of every week take out the sales card containing the sales of the corresponding week of last year, then every night when you change your cash register you know whether the day was ahead or behind last year. If the days continue to run behind there must be something wrong; find out what it is. If you figure your inventory as outlined elsewhere in this book, you will know every week or every day, how much stock you are carrying and if it is increasing or decreasing. Your percentage expense, your net profit, your gross profit known, makes it easy for you to figure out every day just how you stand. A list of the bills you owe and the new purchases keep you informed how much of your stock is not paid for and bills owed you, show how much of it has been turned over on credit.

It is a bad thing to ask for too much credit and to give too much credit. If your business develops rapidly and your capital is exhausted, hold the business back, check it up for a while, buy smaller quantities and less variety; turn over what stock you have on hand; get your daily sales out of goods you have already paid for; make a run on some articles that you are overstocked on; cut prices on slow sellers; sacrifice your profits on some lines; turn everything you can into money, until your business seeks its level again. A successful proprietor of a department store told the writer that many young business men in every line make the mistake of "outgrowing their capital." That is a dangerous pitfall which must be avoided.

Statistics covering a long period of years show that a large number of retail merchants meet with failure at some period of their business career. To some it comes in their early years. A poor beginning perhaps; others go through failures at the middle or near the end of their business careers. There is no question but what some of these failures could have been avoided if the barriers to success in their different lines of business had been understood and carefully avoided from the very beginning of their individual

careers. The real reasons for failures if written up by those who have failed would read very much alike in all lines of retail merchandising. Knowing these in advance should be of great assistance to you and should guide you so as to steer clear of them. But alas! history keeps repeating itself and the different warnings seem to pass unheeded.

An open switch, a wrong train order, a mistaken signal, an error in transmitting an order, all cause disastrous wrecks. The warning seems sufficient to prevent similar occurrences. A short time afterward more wrecks occur attributable to the same causes. It is so with failures. A fellow pharmacist fails; outgrew his capital; speculated; dishonest employees; you do not see just why he did not look out for the pitfalls, yet it is only a short while before more failures occur for the same reasons. It may be your turn next. At this very moment you may be nearer to it than you imagine. "You can never tell where lightning is going to strike."

The railroads use block signals to safeguard the lives of their passengers, employees, and to protect their rolling stock. No train is allowed to enter upon the mile of track protected by the block signal unless the track is clear for a mile ahead. Let the coming year represent your mile of track. Look ahead a year and see if business prospects look good in your town; if labor troubles are in sight; if wages are to be reduced in the factories; if new stores are to be started in your immediate vicinity that will cut into your trade, or reduce the sales of your different sidelines; if your household expenses will increase; if business throughout the country is at a standstill. If these things are staring you in the face, then your track is not clear. Set your block signals at danger and don't enter upon the big improvements you had planned for the coming year; the different sidelines you thought of adding. Cut down your appropriations. Go slow, and go easy. Buy in small quantities and often. Keep up this conservative policy until your track is clear ahead, then your signals can be set at safety and your contemplated improvements carried out slowly and with discretion. Ac-

curacy and thoroughness should be your daily motto. All your figures must be accurate, to allow you to safeguard your investment and warrant the proper profit.

Always know where you stand; your true position. The navigators of the sea have their compass; also instruments for taking observations from the stars to determine their location at sea. The advent of wireless telegraphy permits them to acquaint the owners of the vessel with the ship's position at sea every day. To allow them to always know where they stand with even greater accuracy than is possible at present, Andrew Carnegie has recently equipped a vessel to rechart the seas; to correct the existing data, so that the exact latitude and longitude may be proven through scientific experiment. Owing to the difficulty of locating the magnetic pole the present charts are not strictly accurate. Navigators employ "dead reckoning" instead of "dead certainty," in locating their position or in sighting some familiar beacon on their course.

There are dangers in business as well as on the seas. It is just as necessary for the business man to know where he stands, his true position every day, as it is for a ship at sea to know her location. He must reckon by "dead certainty" as to what his profit should be on a certain purchase of goods rather than take too many chances. There are times of course when "you will have to take a chance," but business has now reached such a point that it is a science and its principles can be so scientifically applied as to eliminate many campaigns of "chance." Your financial condition must be accurately figured.

To sum up this division it is proven that you must have a thorough knowledge of your business. You can not be successful otherwise. The duties of management are as exacting as those of a trustee of an estate. Be sure that you cultivate the proper sense of trusteeship. That you are familiar with the problems of management. To know how to turn the dollar, to figure your profits, to analyze your business, to take annual inventory, and to always know where you stand.

FAILURES AND THEIR CAUSES.¹—Investigations by Bradstreet's over a period of years have demonstrated that tendencies present within the individual himself are largely responsible for four-fifths of all business failures, the remaining one-fifth being due to extraneous conditions over which he has little, if any, control. In this respect, the old saying that a man is largely the architect of his own fortunes, has become invested with a new and more cogent meaning.

In addition to this, it has brought out clearly that the capital employed in the business ventures bears a distinct relation to his ultimate success or failure, governed of course, to some extent by the characteristics, the circumstances or the events of the particular business year under discussion. Naturally, those with limited resources are proved to have the smallest chance of survival, this being attested by the preponderance of the number having a very low, if any ratings at the time of failure.

Failure returns for 1910 shows that they were fewer than in either of the two preceding years, but much more numerous than in any of the nine years before them. With the two exceptions of 1908 and 1907, the liabilities were heavier than in any preceding year back to 1896. The percentage of assets to liabilities was a trifle higher than in 1909, but lower than in any previous year since 1902, and only seven of the past twenty-nine years showed a smaller proportion of salvage than did the year recently ended.

It was furthermore shown that the number of those in business increased heavily, though not so much as in the preceding year, and reached a previously unequalled total; and as failures were actually fewer than in 1909, the percentage of annual commercial mortality fell to a lower point than in any but two of the past twenty-nine years.

The revised returns of the year's failures compiled by the Bradstreet Company show 11,573 business failures occurring in the calendar year 1910, a decrease of 2.3 per cent. from 1909. Compared with 1906, the year of lowest business

¹From Bradstreet's Journal, January 21, 1911.

mortality in a quarter of a century, the increase was twenty-three per cent.

While the failures decreased in number, however, liabilities increased, the total for 1910, \$188,689,373, being thirty-four per cent. larger than in 1909. The proportion of failures to liabilities in 1910 was 49.8 per cent.; in other words, a shade less than fifty cents on the dollar appears to have been realized on the liabilities. These returns might point to what might be called a normal proportion of assets to liabilities, and would seem to indicate, therefore, that the failures of 1910 were as a whole essentially due not so much to outside strain as to functional weakness of the failing members of the business world themselves.

WHY MEN FAILED IN 1910.—Many years of experience have shown that eight leading causes are attributable to those who fail, while three others exert their influence from circumstances existing without the individuals themselves. These causes are grouped as follows:

A.—Due to faults of those failing.

Incompetence (irrespective of other causes).

Inexperience (without other incompetence).

Lack of capital.

Unwise granting of credits.

Speculation (outside regular business).

Neglect of business (due to doubtful habits).

Personal extravagance.

Fraudulent disposition of property.

B.—Not due to faults of the failing.

Specific conditions (disaster, etc.).

Failure of others (of apparently solvent debtors).

Competition.

In 1910, eighty-two per cent. of the failures were attributed to the shortcomings of those failing grouped under the above eight causes, while eighteen per cent. were classed as beyond their control. In 1909, the proportions were eighty-one and nineteen per cent. respectively.

Lack of capital was in 1910, as in all previous years since

these statistics were first compiled, the main compelling cause of business failure, bringing about 33.9 per cent. of the failure, as against 34.5 per cent. in 1909, 34.2 per cent. in 1908 and 37.1 per cent. in 1907.

Incompetence came next, causing 26.6 per cent. of all the failures, as against 24.2 per cent. in 1909 and 21.6 per cent. in 1908. The easing of the financial strain in the three years since 1907 may be reasonably assigned as the cause of the decrease in the number of failures due to want of capital, while the great dilution of the business life of the country

PERCENTAGES OF NUMBER OF FAILURES AND LIABILITIES IN THE UNITED STATES IN 1910, 1909, 1908 AND 1907, CLASSIFIED AS TO CAUSES

Failures due to	United States, per cent.							
	Number				Liabilities			
	1910	1909	1908	1907	1910	1909	1908	1907
Incompetence.....	26.6	24.2	21.6	22.6	21.3	20.9	16.0	8.9
Inexperience	4.4	4.9	4.0	4.9	1.9	2.6	1.8	3.2
Lack of capital	33.9	34.5	34.2	37.1	27.9	28.6	27.2	18.4
Unwise credits.....	1.7	1.9	2.0	2.3	1.9	3.2	3.7	3.1
Failures of others...	1.0	1.2	1.8	1.4	3.1	5.9	5.0	3.3
Extravagance.....	.7	.9	1.0	.9	.5	2.3	.9	.5
Neglect	2.5	3.0	2.2	2.5	.9	2.1	.8	.5
Competition	2.6	2.5	1.8	1.2	1.9	1.4	1.7	.4
Specific conditions...	14.4	15.3	18.9	16.3	21.1	20.2	31.3	51.7
Speculation	1.0	.8	1.0	.7	7.4	4.4	4.7	4.9
Fraud.....	11.2	10.8	11.5	10.1	12.1	8.4	6.9	5.1

by the immense accessions of new members of late years may perhaps be justly credited with swelling the percentage due to incompetence. Inexperience, another form of incompetence, however, accounted for only 4.4 per cent. of the failures, as against 4.9 per cent. in 1909, and percentages assigned to this cause seem to be fairly constant.

A FAILURE DEFINED.—Here it should be repeated that Bradstreet's definition of a commercial failure is that it must involve some loss to creditors of individuals, firms, or corporations engaged in legitimate mercantile occupations. Under this classification, failures of professional men, such as physicians, lawyers and actors, as well as farmers, stock brokers,

and real-estate dealers, also old bankruptcies passing through the United States courts, have no place. Most or all of the foregoing may be, in fact are, dissociated from the recognized commercial life of the country and are not included in Bradstreet's failure data. It is hardly necessary to add that failures of bucketshops are not and never have been included in Bradstreet's statistics. On the other hand, it should be clearly borne in mind that the statistics do cover and include all suspensions of banks and other strictly financial institutions, even if these suspensions prove only temporary. Failures merely to succeed, without loss to creditors, are not embraced in our data, because these are devoted to cases of insolvency alone.

Do Ninety-five Out of Every Hundred Business Men Fail?

FROM "SUCCESS" MAGAZINE.

Any misstatement, often enough repeated, gets to be a considered fact no matter how damaging it may be. The statement that ninety-five per cent. of business men fail has been often made, and recently was given a prominent place and editorial authority in one of the leading periodicals. Feeling sure that it is a slander on the ability of American business men, the editor of SUCCESS MAGAZINE wrote to "Bradstreet's," asking if they had statistics proving that no such large per cent. fail. The following answer from Frank Greene, managing editor of the journal, "Bradstreet's," is explicit in its condemnation of the traditional proposition, and, in justice to the business men of the country, we are glad to give it publicity:

To the Editor of SUCCESS MAGAZINE.

DEAR SIR:—

Your inquiry of December 10th is one very similar to others that we have received regarding this matter, and I think may be answered as we have answered others, that is, in the negative. We have some statistics going to show that the saying, legend, tradition, or what you will, to the effect that 95 per cent. of all men in business fail, is not correct. We know of nothing in the way of statistics that would indicate that it is correct.

I say this with full knowledge of the fact that "Bradstreet's" itself has frequently been cited in support of this tradition, and can explain it only on the ground that statements as to the rate of mortality in general business have, in the lapse of years, become

distorted; and, thus distorted, have been applied to all business life, a period for which has been selected by the observer.

Many years ago, in compiling failure statistics, we were interested to observe that the annual business mortality, that is, of people failing unable to pay their debts, constituted a more or less certain percentage of all those in business. This percentage varied accordingly as normal or abnormal conditions in general business dictated. You will observe from the inclosed clipping from "Bradstreet's Journal" that in some years it was a fraction less than one per cent., while in 1893, the last panic year, it rose as high as 1.50 per cent.:—

Year.	Number in business.	No. failures.	Per cent. failing.
1910	1,592,509	11,573	.72
1909	1,543,444	11,845	.76
1908	1,487,813	14,044	.94
1907	1,447,680	10,265	.70
1906	1,401,085	9,385	.66
1905	1,352,947	9,967	.73
1904	1,307,746	10,417	.79
1903	1,273,000	9,768	.70
1902	1,238,973	9,971	.80
1901	1,207,898	10,657	.88
1900	1,161,000	9,913	.85
1899	1,125,000	9,634	.85
1898	1,093,000	11,638	1.06
1897	1,086,000	13,099	1.20
1896	1,080,000	15,112	1.40
1895	1,054,000	13,012	1.23
1894	1,047,000	12,721	1.21
1893	1,050,000	15,560	1.50
1892	1,035,000	10,270	1.00
1891	1,010,000	12,394	1.22
1890	989,000	10,673	1.07
1889	978,000	11,719	1.20
1888	955,000	10,587	1.10
1887	933,000	9,740	1.04
1886	920,000	10,568	1.15
1885	890,000	11,116	1.25
1884	875,000	11,600	1.32
1883	855,000	10,299	1.20
1882	820,000	7,635	.93
1881	780,000	5,929	.76
1880	733,000	4,350	.60
1879	703,000	6,652	.94

We have never attempted to apply an annual percentage of business casualty to a business lifetime for the very good reason that the duration of the lifetime varies with the individual and the character of the years he is in business. Others have, however, chosen to fix upon a certain period of time as a business life, and we presume that this was the shadowy basis for the saying now apparently crystalized in the legend that "Bradstreet's" says that ninety-five per cent. of all men in business fail."

While on this subject, it might be well to point out that there is more than one kind of a business failure. First, there is the failure to meet and pay monetary obligations in full. This sort of failure is specifically covered by our reports of failures, weekly, monthly, and yearly. Second, there is the failure to *succeed* in certain mercantile undertaking. Of the former, there were 9,768 in the calendar year 1903, or seventy-six hundredths of one per cent. of all those in business. As to the second, I would say that there were 284,393 names erased from "Bradstreet's Book of Ratings" in 1903, while there were 322,006 new names added. How many of the former voluntarily retired, or were forced from the ranks because of their failure to succeed, some of whom, perhaps, reappeared in the list of new names, is an unknown quantity. There are no statistics whatever on this feature, nor does it seem possible that the necessary information could be obtained from which an opinion of any value could be deduced. If the direct question is asked us, "Do ninety per cent. of all persons who engage in business fail to pay their debts?" we would answer, "No," because our records show that the annual death rate by commercial failure is only about one per cent.

Yours very truly,

FRANK GREENE,
Managing Editor, "Bradstreet's."

Bradstreet's has observed with only slight reactions what might be termed a progressive decline in the annual business death rate. With a relatively greater enlargement of the number in business then of those actually failing, a perceptible lowering of the business death rate is taking place. For one thing, improved credit-agency reporting is followed by conservative credit granting. These and other improved conditions in the business world may be depended on to make for a lower commercial death rate just as discoveries in science, in medicine and in surgery have accomplished a reduction in human mortality. Whatever the cause, how-

ever, the fact that the annual commercial death rate in years like 1910, 1909, 1908 or 1907 was less than one per cent., and has never been above one and one-half per cent. in any one year, apparently completely discredits the tradition that the larger number of persons entering business ultimately fail.

The writer was unable to obtain the information as to how many of the failures each year were those of retailers, but the following facts taken from Bradstreet's table of failures classified according to capital employed give a line on the size of failures.

According to Bradstreet, the number of failures in the United States and Canada for 1910 was 13,042. Of this number 11,933 or 91.5 per cent. employed a total capital of \$5000 or less—793 or 6.1 per cent. employed a total capital of over \$5000 and less than \$20,000. Practically all the retailers of the country would come under these two groups and most of the pharmacists would be included in the \$5000 capital or less group, which group contributed 91.5 per cent. of the total number of failures in the United States and Canada in 1910.

DIVISION IV

BUSINESS ECONOMICS

CHAPTER XIV.

PHARMACEUTICAL ECONOMY.

IF there is any one thing that makes a man superior to any other living creature it is his "economic nature." Every man seems to be possessed with an inherent economic principle which manifests itself in his great desire to attain the best possible results with the least possible sacrifice. All his economic actions are directed toward an end and guided by considerations of profit. He fixes the end he wishes to reach, then tries to accomplish that end, choosing only the

best means available, and reaches his success goal "along the lines of least resistance."¹ You, as a pharmacist, have a definite object in view, to enlarge your business, to become the leader in your town; you do not want to stand still, you want to be progressive, then you develop your economic nature by education, observation, study, to be able to supply your highest wants, and these can only be supplied by the constant use of the best methods available; and the best methods are the economic methods.

Economy is the great watchword of the day, not only in pharmacy, but in almost every line of human endeavor. Political economy has a leading place in the course of study in the colleges, domestic science, or household economy in the high schools. Economics is one of the leading studies of the world to-day and its principles are being applied to industrial, commercial, educational, agricultural, governmental conditions. The economic value of a human life is now figured in dollars and cents.

THE LESSON OF HARD TIMES.—The tendency to economize is forcibly brought to the attention of business men in this country owing to the recent money panic which revealed the fearful waste and extravagance of the American people in general, not only of money, but of resources, of life, of time, of energy. The recent period of hard times taught a lesson to every pharmacist, so now he must discontinue his extravagant, wasteful, careless method of conducting his business, and economize to the very limit of reason. The formation of the big trusts, combinations, syndicates controlling many pharmacies; the enactment of the pure food law, alcohol law, cocaine law; the growth of department stores, cut price cigar stores, confectionery and ice cream parlors; the tendency in many localities of allowing many stores to keep open on Sundays, where formerly the pharmacist had that privilege all to himself; all these factors push the small independent pharmacist pretty hard and to avoid being lost in the shuffle now

¹ Industrial Evolution, by Carl Bücher, Henry Holt & Co., N. Y.

going on he must study business principles and their application, and insist on the strictest economy in every department of his business.

THE VALUE OF FIVE MINUTES.—How many pharmacists economize in the matter of time? Time is worth money. You pay for your clerks' time, you charge yourself with a certain salary, paying for your time, yet there is more time wasted in a pharmacy than in other lines of merchandising. One of Boston's leading merchants, in a public address, said: "The greatest principle of success in any vocation is *knowing the value of five minutes*." The pharmacist has several five-minute portions of the day that could be used to advantage. You can accomplish a good deal in five minutes if you concentrate your mind on your work. Your own time and that of your clerks should be planned for the day. In every pharmacy there is a regular amount of routine work and a certain time should be allotted for that, and it should be accomplished within the allotted time.

By watching your trade carefully, you will learn that the biggest percentage of your daily sales are made in either one rush period of four hours or two rush periods of two hours each. Knowing that, you can easily economize on time. Have all routine work finished, stock in shape, plenty of change in the register, have articles of common use already done up; if a special sale, have several packages done up in advance, then your entire sales-force having completed their routine work are available for the rush periods. During a rush period you don't want half your sales-force down in the cellar doing something that could just as well have been done in the morning. During meal hours a clerk shouldn't be engaged in basement work when his presence is needed in the front store.

By economizing time in your store, you economize your customers' time also. No customer likes to wait, and at meal hours their time is limited and they are always in a rush. By the time your clerk gets up from the cellar, washes his hands, puts on a clean coat, your waiting customer has gone

down street to the next pharmacy on the way to his home. Perhaps your clerk had done some front store light work early in the morning and left the heavy cellar work until meal time. If he had reversed the order he wouldn't have lost the customer.

You lose lots of time looking up bills, receipts, addresses, prices in catalogues, etc. Instead of having a certain place for the catalogues that you have occasion to frequently use they are thrown in different drawers, mixed up every way, and you have to keep a customer waiting perhaps ten minutes to find a quotation on a quantity lot of a certain article he wants to buy. You want to send in an order for some goods, you have forgotten the address in New York, you spend fifteen minutes trying to find a receipted bill to copy the address from it. A few address cards in a card file would have given you the information in half a minute. In case of a controversy over an account with a wholesaler you will waste half an hour going back to bills ninety days old to find an overcharge or a mistake of some kind. If those bills were carefully filed alphabetically and by months, you could find all of them in two or three minutes.

TIME TO GIVE TRAVELING MEN.—A traveling man has a long and a short story about his article. If you are busy tell him to make it short. Don't refuse to listen to him. What chance would you stand of selling one of your own preparations if your customer walked away as soon as you started to talk? Traveling men are gentlemen. They are well-educated. Most of them in the drug line are experienced pharmacists. A traveling man knows what sells on his territory, you know what sells on yours: If you can't use his article tell him so. Five minutes spent with him is not wasted. He knows selling conditions and can tell you a nice selling point story about his goods. A traveling man is your friend. Use him as a friend.

Don't let your clerks steal time. They are apt to stretch their meal hours, talk too long at the telephone with their lady friends, and spend too much time talking to the crowd that hang out in the store. You have bought their time and

paid for it and are entitled to their complete attention to your interests while they are in the store. Of course clerks can be given some leeway in these matters, but don't put up with continued needless wasting of time.

Keep the store expenses down to the minimum, watch the paid outs, look out for overcharges on goods, excessive freight or express charges, damaged goods; don't burn all the lights in the store up to closing time; have separate switches so you can keep the lighting bill down. When the clerk heats water on the gas stove see that he doesn't go away and leave it boiling for half an hour. Many clerks waste a lot of gas by leaving it burning long after the water is heated. You should pay attention to all these small matters. Do not hesitate to economize in every legitimate way. All the big merchants do, why shouldn't you? Remember that there is a value to every minute of your time. This chapter, though short, is one of the most important in the book. A close study of it will repay you.

CHAPTER XV.

STOPPING LEAKS IN A PHARMACY.

EVERY pharmacist can learn a lesson from the national uprising now in force to prevent the waste and losses in our national resources. The wasteful methods carried on in agriculture, mining, forestry, manufacturing, modes of living, etc., are not any worse than the wasteful methods employed by the majority of pharmacists in caring for their stock and in buying and selling their goods. There are leaks in almost every department of a pharmacy every day in the week, and nearly all of them are preventable.

DETERIORATION OF GOODS.—In the pharmaceutical department preparations affected by heat are spoiled by keeping them near a radiator instead of near a window or some cool place. Deliquescent and efflorescent salts, and chemicals are allowed to deteriorate by leaving the cork or glass stopper

out of the bottle or leaving a hole in the cork made by a corkscrew, which allowing the air to enter, causes the contents of the bottle to absorb moisture from the air and become a wet pasty mass, or lose its water of crystallization and become a dry, inert powder. This happens frequently and can be easily avoided by sealing the bottle with a little paraffine or sealing wax or see that the tin cover or glass stopper fits tightly and has paraffine paper under it to keep out the moisture. Cubes of Ammonium Carbonate lose their strength when the least bit of air reaches them. Many expensive chemicals lose their strength by exposure to the air and no conscientious pharmacist will dispense them when not fully up to standard. The trouble is you never know they are in that condition until you have a prescription for them, then you learn that some careless clerk put them away without sealing them. Of course they have to be replaced at once by fresh goods, and that money lost is just the same as losing it through a hole in your pocket.

DAMAGE BY RATS.—If a man came into your store and stole a kip of chamois skins, a big bag of ground flaxseed, a box or barrel of salted peanuts, several boxes of chocolates, packages of herbs, you would raise a big howl and do something right away. Yet you will let rats and mice chew up chamois skins, get into a barrel of salted nuts, chew up empty candy boxes, gnaw holes into the herb drawers, feast on chocolates, even eat the fruit on your soda counter or get in your windows at night. Perhaps \$50 or \$75 worth of damage is done before you get busy and try to exterminate them or protect your goods from their ravages. This leak assumes tremendous proportions in some stores. It always has to be stopped and might just as well be done when it starts as to wait until you have incurred a big loss. In the writer's store a clerk left a new kip of chamois skins of thirty-two pieces on a table instead of putting them in the show-case with the sponges. The next morning nothing was left of them but a bundle of rags. They were sold in this condition to a machinist for polishing metals. Although the rats hadn't

put in an appearance for some time previous, they did call that night and did lots of damage. It don't pay to leave things around. If that clerk had put the kip of chamois skins away where they belonged, they would have been saved, instead of having to be sold for almost nothing.

FOUNTAIN LEAKS.—You can save several dollars every month on cream and fruits at the soda fountain. New clerks especially, serve too much cream with the five-cent drinks and are apt to serve too much syrup and too much fruit also. The writer and his head clerk kept close watch of the soda fountain for four months and by proper dilution of fruits and syrups, giving the proper amount of cream, etc., the leaks were stopped and the net profits of the soda fountain increased eight and ten per cent. Your soda fountain can easily leak eight per cent. per month if you don't watch it. You can reduce your cream and milk bill, your ice cream bill, your soda supplies bill, considerably, every month if you watch the leaks. Try it just for one month and see how surprised you will be. Again, you allow the rubber tubing to wear off the tumbler washer, the clerks press the glasses against the metal, chipping the edge of several glasses in one day; you can't continue to use those glasses and you throw fifty cents worth of them into the waste barrel. You can save several dollars every month in summer on your ice bill; there is a big waste in ice. The same is true of ice cream and ice cream salt. Just try some time and see how much you can cut down your monthly bill for ice cream, salt, and ice. The writer tried it and made a good month's pay by doing so. You haven't any idea how much money you lose on those three articles unless you investigate for yourself. These items suggest still another leak due to the carelessness of clerks. They throw sour cream, sour ice cream, straws, fruit pulp, etc., into the waste pipe until the pipe and trap are filled solid, then you have a big plumber's bill to pay. Or they throw baskets of cracked ice onto the soda coolers and pack it down so roughly that the block tin pipe springs a leak and you have lost a tank of soda water, root

beer, or mineral water, besides having to telephone again for the plumber.

DOWNWEIGHT.—Another leak that is an every day occurrence and realized by few, is downweight. The confectionery department is the greatest culprit. A scoopful of chocolates is thrown on the scale pan, it drops down fairly hard, the chocolates are put in a bag and handed to the customer, "How much have you made on that sale?" Supposing it was a quarter pound of forty-cent chocolates that cost you twenty-five cents a pound, and each bag is only one ounce overweight, then every pound you sell in one-quarter-pound lots you give away four ounces. This four ounces cost you six and one-fourth cents, so that what you sold for forty cents cost you twenty-five cents plus six and one-fourth cents, or thirty-one and one-fourth cents, and you made but eight and three-fourth cents profit, or about twenty-two per cent. If you had given exact weight your profit would have been about thirty-nine per cent. So you have lost seventeen per cent. by overweight. At that rate you would lose a good many dollars every day if you have a big confectionery trade.

Here is a case that happened in the writer's store. For a certain Saturday 100 pounds of candy was purchased to run as a special. Before going to dinner the lady clerk in charge of the confectionery department put up several one-quarter pound, one-half pound, and one pound bags of the candy to help out during rush hours. While the lady clerk was at dinner the writer weighed all those bags and found every one of them either one ounce, one and one-half ounces or two ounces overweight, so just what bags were put up amounted to three pounds of candy overweight which were going to be actually given away. The loss in money would have been sixty-six cents, and at the same ratio for the entire 100-pound lot the money loss would have been about \$4.00. The clerk was ordered to empty all the bags and re-weigh them. Many stores lose from twenty to twenty-five per cent. by overweighing. This is not estimated, but has been tested.

CONFECTIONERY LEAKS.—Here is an example of another form of leak at the confectionery counter. A customer of the writer used to help himself to a handful of chocolates about every time he came in the store, usually while the writer was at meals. The clerk reported it, also the kind of chocolates he took and about the number. Having weighed five of the chocolates it was learned that they cost the store just five cents, so every time that customer came in he stole five cents. When he was told to stop it he said, "Oh! I didn't think it was anything, I never took more than four or five chocolates at a time." If you have any customers like that you had better let some other store have them. You can't afford to keep them.

Hard candies put in the window on rainy days lose their lustre and have to be sold at a reduction; salted nuts exposed to dampness get punky, and become rancid; the last portions of candy specials get pushed aside, instead of being put into mixtures or gotten rid of in some way. There are all kinds of leaks in a confectionery department, and if you don't watch for and stop them, some day you will wake up to the fact that your candy counter doesn't pay.

CIGAR LEAKS.—The cigar counter, too, needs watching. If the cigars get a little dry the wrapper breaks easily and a cigar that you paid six cents for is gone. You cannot sell it, you are so much out. Cigars that don't sell very well, instead of being closed out at some price, are sometimes put underneath the case to stay until they have become so dry or so mouldy as to be unsalable. You wouldn't use paper money or silver coins like that, mutilate them so you couldn't pass them for money, yet you paid good money for those cigars which you have allowed to go bad. The cigar department should be inventoried every month, the stock kept in good shape, and ordered in small lots, then if any leak occurs you will know it every month and can tell also how many smokes your clerks and their chums are having at your expense. The soda, candy and cigar departments will leak out a lot of your money in a month, and you'll find it will pay

you to inventory these three departments every month. This plan saved the writer a good many dollars.

BREAKAGE.—Breakage and damaged goods figure up pretty high in some stores. Some breakage is expected, but when a clerk handles fragile articles as if he was brought up in a coal-yard it is time to limit allowance for breakage. In some stores breakage has to be reported and all over a certain amount is deducted from the clerk's salary. Laboratory utensils, mortars, graduates, spatulas, ointment slabs, are broken repeatedly beyond a reasonable amount, and it becomes a drain on your capital to replace them. Soda glasses and college ice dishes are broken about every day. Goods are dropped and stepped on, thus making them unsalable. If you could only reckon up the articles you know are broken or damaged and the ones that you never hear about, the sum would stagger you. If a clerk breaks things persistently he should be made to pay for them, for there is no excuse for a clerk to break and damage goods continually; if he has to pay for them he will be a little more careful.

STOLEN GOODS.—Goods taken from the top of show-cases or counters sometimes figure up pretty high. This is a hard leak to stop. If you don't have the goods in sight they won't sell well and if you do put them where they can be handled, a good many will be stolen. This can be stopped in part by arranging them in some special way so that removing one package would so change the design of the display as to be immediately noticeable. The writer always followed the policy of displaying goods on top of the show-cases and counters and while several things were stolen they were mostly small articles. The increase of sales caused by the display more than offsets the few articles stolen. Close watching and special designs of displays will tend to stop the leaks from goods displayed on counters and show-cases.

MISPLACED GOODS.—Another great cause of leaks is not having a place for everything and not returning things to their proper places. Many dollars worth of goods are bought when those goods are already in the store, but have become

mis-laid or lost underneath some boxes in the cellar, or perhaps some goods salable only in certain seasons were packed away without record of them. The writer has a friend in the dry goods business who said that in looking over a big pile of empty boxes that had been thrown out of the cellar by his clerks, he found several boxes of expensive shirtwaists and skirts. They had been left, evidently, on the floor or in a corner and the empty boxes piled over them, so that when they were ready for the dump the filled boxes were thrown out with the empty ones. There was a leak of a good many dollars stopped just in time. A case of malt or infants' food can easily be covered up by stacks of empty boxes, and it is not an uncommon occurrence. There should be a place for everything, and frequent inspections should be made to see that everything is in its proper place.

CELLAR LEAKS.—Leaks in pipes in the cellar, or the sewer backing up, or surface water running in, will spoil lots of goods if you have them on the cellar bottom. They should be raised up from the floor to be on the safe side. Leaving stoppers out of jugs and alcohol barrels cause evaporation, besides letting in dirt and causing much loss. Kerosene oil and witch hazel have been known to leak into a wine barrel that had the cork out of it. That means quite a money loss.

PERISHABLE GOODS.—You have on your shelves many perishable goods, and the proper care should be given them. Don't have epsom salts, citric acid, sal-soda, phosphate of soda, sulphate of iron, and similar chemicals around the store in bags, bundles, or in containers that let in the air. Keep them in air-tight cans or glass jars. Articles affected by sunlight, such as phosphate of iron, calomel, yellow oxide of mercury, volatile oils, syrups and elixirs containing iron, many tinctures and fluid extracts, should not be kept in shelf bottles in the front store, but in amber-colored bottles in the back store, and many of them can be kept intact in the original bottles of the manufacturer. Oils go all to pieces when transferred from an amber-colored glass bottle to a clear glass bottle. If you still desire to show pretty

colored preparations in fancy shelf bottles, confine it to those preparations that will not deteriorate when kept in clear glass bottles, exposed to heat and light, and be sure even with them that the stoppers fit tightly. Ointments spoil quickly if kept in warm places. A shelf of steeple-top ointment jars looks pretty in the front store, but the ointments keep better in the refrigerator under the fountain or in the cellar. At your own home the lard and butter isn't kept on the kitchen closet shelf, it is put away, either down in the cellar or in the refrigerator. That is the place for ointments, too, for they are largely composed of lard, wax, and fats.

Peroxide of hydrogen is another article that requires care if you don't want to lose money. Sweet spirit of nitre varies greatly in different stores. If bought in a store where it has been kept in a shelf bottle, it loses a great deal of its ethyl nitrite, and has a different color and a different taste from that bought in a store where it has been kept in amber-colored bottles, completely filled, securely corked, and kept in a refrigerator or some other cool place. A customer brought back some sweet spirit of nitre to the writer once, saying, "Isn't there some mistake about this? I bought it here of your clerk and it tastes so much stronger and is such a different color than that I bought last summer in the place where I was visiting, that I was afraid to use it." It only required a minute to explain that it was an article affected by the temperature, etc., so she went out satisfied. The store where she had purchased the previous lot probably kept it in an ordinary shelf bottle. In perishable goods you not only lose money, but run the risk of having to pay a fine if the drug inspectors happen along and purchase some of the preparations that do not stand up to the required test.

It is just as easy to keep those articles in the right places as to keep them in the wrong places. You wouldn't think of buying a half of a watermelon that was displayed outside a grocery store door, where it was collecting all the dust and the flies; it would be unhealthy to eat it. That watermelon isn't any worse off, generally speaking, than some of

the deteriorated, inert preparations that you sell from your store. Notice how carefully crackers and biscuits are now put up in air-tight, moisture-proof packages, instead of in bulk as formerly, where they used to be exposed to dirt and dampness, and sold in almost an unfit condition to put in your system. The proper care of stock needs your constant attention. You will be repaid many times over for the time you give to it. In first-class markets you will notice that the game and poultry are kept in glass-front refrigerators or on platters resting on cracked ice, all enclosed in glass show-cases. The celery, spinach, dandelion, lettuce, are all kept fresh looking by spraying with water. These articles require constant care. Your perishable goods require a similar constant attention.

PAPER LEAKS.—Another leak that appears small yet counts up pretty large in the course of the year, is the waste of paper, bags, and twine. There is no need of using twice as much wrapping paper as is necessary for the proper wrapping of a bundle. Neither need you use two yards of twine when one is plenty. One pound bags cost more than quarter pound bags, yet many clerks persist in using the former for quantities that could just as well be taken care of by the use of the latter. Several stores have tested the amounts of twine used by different clerks. Sometimes it measured two and three times as much as was needed. If you pay thirty-five cents a pound for sea island twine and use a ten pound lot every month, by being a little careful, you can make that ten pound lot go two months, thereby saving \$1.75. That sum is equivalent to the profit on eight bottles of patent medicine retailing at ninety cents, that cost you \$8.25 a dozen. You ought to be able to cut your bill for paper, bags, and twine in half without much trouble.

MUTILATED COIN LEAKS.—You lose again, when at the end of the month you find you have a collection of plugged dimes, mutilated or worn quarters, foreign money which cannot be redeemed at full value, nickels that have initials stamped on

them, etc. If this happens once it is only a small matter, but it happens so frequently that soon your collection amounts to enough to buy you a new hat and a pair of shoes if the money was only good.

MISCELLANEOUS LEAKS.—The bottles you throw away are good enough for benzine, gasolene, turpentine. When these bottles are washed, labeled and capped with assorted colored bottle caps, they look good enough to pass out to your best customers. “Why use expensive pill and powder boxes for five cents’ worth of compound cathartic pills, rhinitis tablets, or ten cents’ worth of quinine powders, phenacetine powder, when small neat envelopes will do just as well, and at a big saving in cost?” There are many points like these mentioned that may appear trivial and by themselves singly do not amount to much, but it is in their multiplication where the loss occurs and the damage is done. If you stand under a tree, bareheaded and let just one drop of water drop on your head at a time from the wet leaves, it will feel good, it will tickle; but stay there long enough you will find that the continual dropping of those drops of water will pain you dreadfully and would probably cause your death. As a matter of fact, that form of punishment—water trickling drop by drop from a spout onto a person’s head—was used many years ago in foreign countries to put criminals to death. Suppose the eave-troughs of your house leak one drop of water at a time, soon a big hole is made in a flower bed or on your lawn. You put a pail under that leak and it fills in a short while, until soon you have a tubful of water. So the multiplication of the little leaks in your business assumes great proportions and at the end of the year are so big that you have to notice them.

Make it a point to discover them at the start and stop them then. One of the biggest leaks in a pharmacy is the fake advertising and the advertising space leak. Think of the wasted advertising space that the pharmacist pays his hard-earned money for, and which if used properly would

have been his best investment and brought him big returns. That is such a big problem, however, that it will be treated under the chapters on advertising.

TAKE CASH DISCOUNTS.—"If you saw \$200 on the sidewalk would you pick it up?" Surely you would. If once a month when on your way to your store, you saw a \$20 bill in the street "Would you pick it up or let it blow away?" You would pick it up, of course. When you let your discounts go by without taking them you are in the same position as when you watch the \$20 bill in the street and let it blow away without any attempt to save it. "Why should you let \$20 in discounts blow away every month?" You might as well have that money. It belongs to you. You saw it first. Suppose, for instance, you are doing a business of \$15,000 per year at a gross profit of thirty-three and one-third per cent., then to do that amount of business you must buy sixty-six and two-thirds per cent. of \$15,000 or \$10,000 worth of goods. If your cash discounts average two per cent. they would amount to \$200 or $\$16.66\frac{2}{3}$ per month. Three per cent. would amount to \$300 or \$25 per month. Surely that money is worth saving, because it is clear gain. It is equivalent to selling \$3000 worth of goods at a net profit of ten per cent. That \$300 per year means about \$1.00 clear profit added to every day's sales, except Sunday. To make \$1.00 net profit every day requires \$10.00 worth of sales at ten per cent., which is the net figure you are trying to obtain.

The \$300 clear profit is obtained with no increase in expenses. It is just like finding money on the street. It has cost you nothing to get it. Keep track of your cash discounts on a separate filing card, then you will know every month how much you are saving. If you haven't the necessary capital you can arrange with the bank for small loans for short periods at six per cent. You can borrow \$300 for one month for \$1.50. Most discounts are figured at ten days or thirty days. Some discounts run five and ten per cent. according to the goods you buy. The biggest purchases are at one and two per cent., which is certainly worth saving.

MOVING DEAD STOCK.—The dead stock problem is a serious one, owing to the dead capital it ties up. It is almost as bad to have a lot of dead stock as it is to have a lot of counterfeit money or coins with holes in them. A certain portion of dead stock can be moved, the rest should reach the dump-heap. If you cannot get something for it, then it shouldn't occupy valuable space on your shelves. The writer tried the following five ways and succeeded in releasing the cash tied up in quite a little dead stock.

DEAD STOCK SECTION.—1. A thorough inspection of the store was made and a list prepared of everything in the store that was either dead stock or a slow seller and which it was decided to close out. The clerks prepared one whole wall section with glass doors, the list was given them and they collected all the miscellaneous articles and assembled them in this one section prepared for them. Orders were then issued to sell from this wall section when possible. If anybody asked "What have you good for a cough?" the clerk chose something from the dead stock section. The same idea was carried out for pills, dyspepsia remedies, emulsions, blood tonics, etc. It often happened that demands were received for slow selling patents which, of course, were found in this special section. As fast as spaces were emptied the goods were moved together so that the section always looked well and would not arouse any suspicion. No attempt was made to sell anything that wasn't in good condition. Such articles were weeded out and carried down to the cellar. The special dead stock section is a good idea, because all the dead stock is concentrated in one spot, conveniently located, where it is constantly in mind.

EXCHANGE WITH DEALERS.—2. Where dead stock consists of a large lot of one or two articles which had been advertised over your name, or where you had enjoyed the sole agency and had sold off the first order and the second order was going slow, this plan is a good one. Write to the sole agents in other cities, offering to exchange the article for something they cannot sell, which you could. The article which is dead

with you may be very much alive with them, and they will be glad to exchange something else for it or buy it outright, in which case you can make a liberal discount.

EXCHANGE WITH AGENTS.—3. Exchanging dead stock for goods put up by regular exchange houses. In this case you are asked to accept cough cures, charcoal lozenges, talcum powders, face powders, pills, etc. These, of course, are more salable articles than the dead stock you are exchanging, but the new goods will become dead stock if you do not choose the right ones and push them persistently. It is a good idea when they come, to assemble them on one shelf, then realize that every time you sell anything from that shelf it is the same as selling an old dead stock patent medicine. The writer tried this scheme twice, came out fairly well the first time and extra well the second time.

EXCHANGE WITH MANUFACTURERS.—4. Exchanging old goods with the manufacturers direct for fresh goods. These goods must be in original unbroken packages and in good condition. Pharmaceuticals come under this head. Also if you have a lot of the \$1.00 size which doesn't sell you can exchange it for the fifty cent size. Many times you buy one-sixth dozen of an elixir to supply the demand anticipated by a detail campaign among the physicians. You may sell one bottle or you may not sell any. Perhaps those two bottles stand you \$2.00 or \$3.00. Don't keep them, ship them back and get something that will turn into money.

EXCHANGE WITH WHOLESALERS.—5. Exchanging goods with wholesalers. This includes patents and toilet goods, soaps, talcum powders, face creams, etc. Make a list of these goods that you do not care to keep any longer, write a letter to your wholesaler, enclosing the list. He will answer, checking off the list the goods he cannot take back and asking you not to add anything to the original list sent in. He will return any goods you send him that are not in the best of condition. One advantage of marking goods with a pencil instead of your sticker or a pen and ink is when they are returned it is easy to erase the cost and price mark. Whole-

salers do not like to be imposed upon too often by being asked to take back goods, but the more square you are about it and the better condition your goods are in, the more willingly they will take them back. If you bought a gross of Castoria, Hand's Remedies, or Mellin's Food, and the sales dropped off for some reason, your wholesaler will be glad to take them off your hands, because he always has a good sale on them. Of course you lose the discount gained by purchasing in gross lots as well as have to stand the express both ways, but your account is credited with so much money, which is the same as releasing the cash from your stock. Your dead capital becomes live capital.

OTHER METHODS.—Oftentimes you can exchange goods with pharmacists in your own town. If they have nothing to exchange they will gladly purchase, in which case you can afford to make them a good offer. In the trade papers you will notice that some manufacturers offer prizes for the largest sales on their goods. If you have some of their goods that don't move, watch the trade papers for the list of winners, then write these winners that you will land the goods at their store at a certain price. They have proven that they have a big sale on them and should be glad to close a bargain. You can often make special bargains among the close friends of the store to work off stationery, soiled fancy goods, left-over holiday goods, leather goods, high-priced hair brushes, etc. Special sales, bargain counters, combinations, are all good methods. Always be careful not to sell anything in dead stock that doesn't give value for value. Your customers will not thank you for unloading a lot of rubbish on them. The dump-heap is the only place for rubbish.

FREQUENT INSPECTION.—If you have no systematic plan of caring for stock, no inventory, no general house-cleaning campaigns, you will accumulate a lot of dead stock in a short time. The dozen free with a gross, the ten per cent. discount on quantity orders, the long dating or a big purchase, the big order allowed to be sent on sale and the goods never returned, all contribute to pile up a big dead stock.

Make a list every three months of the slow sellers, get them out, push them, exchange them, turn them into cash. If the wrappers are soiled, write for new ones. If you cannot get them, sell them without wrappers. On your tours of inspection you will find soap, mucilage, writing tablets, candy, post cards, salted nuts, cold tablets, etc., stowed away somewhere out of sight and out of mind. The oftener your inspection the less liability of complete loss on stowaways. Seasonable stock requires close watching.

Instruct your clerks to watch the stock exposed for sale on the tops of show-cases, counters, shelves, and brackets. It pays to watch your stock, and as soon as an article is lost have it reported. By knowing the design or arrangement of a counter display, you can locate a single missing article at a glance, and being then posted you can prevent any organized pilfering of your stock. Have your clerks post you in regard to any suspicions they may entertain. It isn't near as hard to lose part of a profit on an article as to lose the whole article, so these losses in an irregular way should be avoided as far as possible, by being wide awake and observant at all times.

To sum up this division, the lesson of hard times has shown you the need of every possible economy. That your time is worth money. Every five minutes is of great value. That money leaks out in the form of deteriorated, perishable, stolen, misplaced goods, through breakage and down-weight. All these leaks are preventable to a great extent. Cash discounts should be taken and dead stock avoided. The money you make by close attention to the principles laid down in this division is just as good as the money you make in selling new goods. In the course of a year it is equivalent to selling several thousand dollars worth of goods.

DIVISION V

SYSTEM AND STORE SERVICE

CHAPTER XVI.

SYSTEM IN A PHARMACY.

IF there is any one business on earth that needs system, that business is the retail pharmacy. It is estimated that a well-equipped pharmacy carries from 4000 to 6000 articles. To keep track of such a great number and to realize the importance of each, requires systematic planning. The first step in your systematic plan should be to systematize yourself, your own time and movements. Have a regular time to be at the store and a stated time to be at your meals. Always plan to be at your store during the busy hours. Plan your time while at the store. "Plan your work and work your plan" is the motto you'll see hanging near a desk in many business offices. You are to build your career. You must build it carefully and little by little. You must have a definite plan to work on. What kind of a house could you build if there was no plan made for it? The house is planned, you know what you want in it, everything is specified, the architect draws the plans, and as a rule they are not changed. You must sketch a plan for your own career. Draw a plan of it in your imagination. Have a mental picture before you always, it will encourage you to develop it.

Have a distinct aim and purpose. Have an ideal, then try to reach that ideal. You must be ambitious. You shouldn't be satisfied to just drift with the tide. If you don't inaugurate system you will simply float along on the stream like a boat without a rudder. You have to go wherever the rudderless boat takes you, as you have lost the power to steer it. System is the steering gear of your business. See that it is firmly attached so it cannot be lost. It will

increase your business, save your time, make your daily task easier, save waste, insure accuracy, and give you that contented frame of mind which always comes to a man when he has done something well.

Have a schedule for every day. You know perfectly well to-day what should be done in your store to-morrow. Very well, write down the most important things first. Then add the minor details. Think like this: "Well! such a thing must be done the first thing in the morning, then this thing must come next. I will try and have all these ten different things accomplished to-morrow and that will be a good day's work." Before you go home at night write everything down on a card that should be accomplished the next day.

ASSIGNMENT BLANKS.—The writer used an assignment blank which was dated every day and the clerks' letters were on each blank together with a list of their duties for the next day. Then as each clerk came to work in the morning he picked up his assignment blank, saw just what was expected of him and needed no further supervision. At night he turned in his assignment blank with a cross marked at the side of each duty accomplished, and if he was unable to carry out all his orders the unfinished ones were listed for first attention on his assignment blank for the next day. The writer got this idea from the assignment system in use in newspaper offices where the city editor assigns the work of the day among the staff of reporters. Ten minutes every night is all the time required to make out these assignment slips for four or five clerks. During the day you have thought out what needs to be done the next day and just before you go home at night you can write them down properly assigned. This simple system keeps harmony among the clerks, insures two days' work in one, instructs the clerk what to do, which is especially valuable when you are detained at home for part of the forenoon and on days that you are out of town. It is surprising what a lot of work can be accomplished in one day in a pharmacy when the entire working force have their work mapped out in advance. Just try it for one day.

THE WHITE DRUG STORE

D. CHAS. O'CONNOR, Pharmacist

243 Main Street, Fitchburg, Mass.

Assignment Slip

Clerk *B.* Day *Wednesday* Date *6/21/1909*

MAKE ICE CREAM	
UNPACK BAY RUM BOTTLES	
MAKE OUT NEW SODA MENU	
RETURN EMPTY SIPHONS	
GET JOBBER TO CLEAN CELLAR	
STAMP PACKAGE SLIPS	
PUT UP EPSOM SALTS	
'PHONE FOR ICE CREAM SALT	
RETURN BORROWED GOODS TO M.L.	
THINK UP 10 NAMES FOR MAILING LIST	

EXAMPLE OF ASSIGNMENT SLIP ISSUED DAILY TO EACH CLERK.

THURSDAY, JUNE 14 1910

SEND AD TO DAILY NEWS

WRITE EASTERN DRUG CO.

'PHONE MR. LEWIS

GET JOBBER TO CLEAN CELLAR

Fix LEAK IN Soda Pipe .

TRIM EAST WINDOW .

PUT UP MRS. RICHMOND'S FACE CREAM.

SEND BILL TO CITY POOR DEPARTMENT.

CALL UP NEW HAVEN FREIGHT OFFICE.

EXAMPLE OF DAILY SCHEDULE CARD FILED IN CARD FILE.

It will be a revelation to you. When filling out assignment blanks don't forget yourself. List your duties for the next day.

HOW TO USE CARD FILES.—Every pharmacist, no matter how small his business, should have a system and should plan his work ahead. You cannot trust your memory for everything. You want to keep the forces of your mind for present things. You mustn't overtax it with too many future things. As fast as a thought comes to your mind of something that needs to be done, jot it down on a paper in your vest pocket if on the street, and in your store coat if in the store. Copy all these thoughts on a sheet of paper under the heading "Future Work." Then look at this sheet every Sunday, choose from it the different tasks that can be accomplished the coming week, then assign the tasks to different days, and on those days to different clerks. A file of cards indexed for each day of the week will help you greatly. Copy from your big "Future Work" list the tasks you have assigned for Thursday of the coming week, then file the card under the Thursday index. Wednesday night take out the Thursday card and assign the work to the different clerks so they can start on the Thursday program the first thing in the morning. There is a certain amount of work to be done every day in a pharmacy, and to this regular work should be added some development work in order to keep building up your business. It is a good idea to devote an hour a day to study. See that your clerks study during that hour, both Professional and Commercial Pharmacy. A knowledge of both is required. That hour will not be wasted, for the better your clerks are posted the better results you will get from them.

When a good idea strikes you, write it down immediately, before it escapes. Ideas come from all sources, and although you may have no immediate use for a certain idea, it may be just the thing you will want later on. All these ideas can be written on a card and filed in your alphabetical file under the letter I. Under the letter C file the cards containing the list of credits you are to look up, such as mistakes on

invoices, overcharges on freight or express, broken bottles, goods lost in transit, goods omitted on order, which were billed but not received, empties returned, goods sent away to be exchanged, coupons sent to be redeemed, etc. It is surprising how easy it is to do these things when you acquire the habit, and you wonder why you didn't do it before. When any question comes up there is no more rummaging over bills, spending an hour poking over your desk; everything is in your card files, it is simply a half minute's work to locate the card containing all the data of the subject in question.

If your insurance policies are in some safety deposit vault at a bank and you want to refer to them, you simply take out a card filed under I, and there is a list of the policies, their dates of expiration, amount of premiums, which are on stock and which on fixtures. Your sales for this week of last year are filed on cards under letter S. Your inventory figures under I. A list of your expenses for this month of last year under E. It is but a simple matter to compare sales and expenses of this day, this week, this month with the corresponding day, week, or month of last year. If your sales increase, the amount of the increase is written on the card. If your expenses decrease, it is so recorded. If your sales for this month exceeded those of the same month last year, and your expenses decreased or remained at the same figure, you go home feeling that you have done wonders. There is some satisfaction in having a system like that. It makes your work fascinating. You feel like a conqueror.

PLAN WORK AHEAD.—Plan your work for a month ahead. Near the end of the present month write a list of all the goods that should be displayed in your windows and on your counters next month. Check the most seasonable ones for the first displays. As you cannot have but five or six window displays in a month you may have to combine articles of a kind in one display. By having a list of every article especially salable for that month you are sure not to have the month go by without the goods being shown, either on the counters or in the windows. It is aggravating to locate

some articles that should have been shown a month before. Now you will have to hold them over until next year. If you have any special engagements, meetings or hearings to attend, notes to pay on certain dates, file a card a few days ahead of those dates. If you have promised anything for a certain date, file your promises a few days ahead of that date. Don't trust too much to your memory for ideas and promises. Your memory is your worst enemy. Your filing cards are your best friend. If you get an idea to-day that appeals to you and you say: "I'll remember that, I can just use it to good advantage in the Spring or for my Anniversary Sale," the chances are ten to one that when the time comes you can't remember it to save your life. It will make you mad to think that you didn't write it down. It will make some other man mad when you tell him that you forgot to prepare what you promised him. Put your ideas and promises in writing, then you won't have to tell yourself or anybody else that you "forgot."

KEEP YOUR PROMISES.—If you want to get your name in the "hall of fame" acquire a reputation for keeping promises and for getting work done when it is wanted. That is a winning combination. There are two things business men won't stand for—dishonesty and broken promises. If a man don't make good on a "promise to pay" or a "promise to do some work" or "deliver something," he has spoiled all his chances for reinstatement in the good graces of those he deals with. "He always makes good"—"he always keeps his word"—"he never breaks a promise"—"his word is as good as his bond"—those are the things you want people to say about you. By filing your promises ahead you cannot break them. If you promised to send a check to a house on the twenty-fifth of the month, file your card the twentieth. Then if you cannot fulfil your promise advise the house at once and give them a new promise. Don't make them write to you or start inquiries about you. Most business houses are fair and lenient and will accept any reasonable excuse for delay, but will lose all confidence if you neither "make

good'' nor advise them why you cannot keep a promise at the appointed time.

APPROPRIATION BILLS.—In planning ahead for a year it is a good idea to make out an appropriation bill just as they do for a city. Each department of a city estimates how much money they will require for the coming year, and these estimates are listed in the appropriation bill. You can estimate from present business conditions your sales for the coming year. If you did \$12,000 last year you hope to do \$14,000 this year. Figure twenty-five per cent. of this sum for expenses, or \$3500. Sub-divide this \$3500 into so much for advertising, clerk hire, rent, heat, light, incidentals, miscellaneous, supplies. Figure everything as low as possible, then try not to overdraw on your appropriations. City departments estimate accurately, and so can you. Your appropriation bill acts as a check on extravagance.

If you can mark your goods so as to yield a gross profit of thirty-five per cent., then your net profit will be ten per cent. of \$14,000 or \$1400, besides your salary of \$1000 or \$1200 which you have figured in with the expense appropriation. This should be your aim: To try and attain the results figured out in advance. The more you can keep your expenses down the more you make. The more you figure them out in advance the less liable you are to increase them and you will bend every effort to keep them within your stated appropriation. You must plan ahead like this to succeed. Running a business haphazard fashion with no check on expenditures and no figures to go by, you might do an awful volume of business, but your cost of doing that awful volume has eaten up all your profit. Perhaps if you took an accurate inventory you will learn that it hasn't even paid you your \$1200 salary which you charged up with the expenses.

CHAPTER XVII.

KEEPING UP AND TAKING CARE OF STOCK.

THIS is one of your difficult problems. Every time you tell a customer that you are "just out" of the article wanted, you feel "cheap," for you have a guilty feeling that the customer is blaming you for being out of such a good selling article. You suffer not only a money loss, but a loss of prestige, besides it is a dangerous practice to let customers go to other stores even once. They may be used better where they go that once and the first thing you know you miss them from your list altogether. Try to hold them some way, if you have to give them a plate of ice cream to keep them good natured until you can send a clerk across or down the street to the nearest pharmacy to get the article. Offer to get it for them even if they won't wait. When the clerks have calls for articles not carried, instruct them to offer to send for the article direct, or try to get it for them in the next order. If you don't do this the next pharmacist they go to will. Anyhow, have a record made of all articles called for that are not carried, then you can look them up, inquire about them and see if you should stock them. New articles should be stocked as soon as any demand is created by advertising or distributing campaigns. Oftentimes if you haven't the particular size called for, with the exercise of a little tact and salesmanship you can persuade them to take another size. Either do that or send out and get it. Don't let them walk out of your store without making some effort to supply their wants.

The want book is a constant source of terror to a pharmacist. It is almost impossible to keep it up properly. Clerks seem to like to dodge it. Many are the times when you have sent in your order only to learn that a half dozen good sellers were omitted. If there is any way that a want book can be properly kept up, the writer has never dis-

covered it. Stock cards are often used, which show every clerk the minimum stock of that article to be carried, and when the stock reaches that minimum the article should be entered on the want book. But such records will not do the work if the clerks will not take time to look at the cards. They will even sell the last bottle of a remedy and forget to put it down.

If the spaces on your shelves are not numbered you won't know what belongs in that empty space until you get another call for the article. In the hardware stores the name of every article is copied on a card with its position on the shelf or in the drawer. The writer used this scheme and it worked pretty well. Every space was numbered, then the day before the order was to be sent, all the empty spaces were checked up to see what was missing, and many of the articles were not on the order book, the clerks having sold the last bottle without entering it in the book. The lists in such cases are of great value. A slip of paper torn off the reel of wrapping paper could be used in a hurry; the name of the article written on it, then the paper dropped into a box with a slit in the top. This would do away with the trouble of rushing out to the back room for the want book. The order could then be made up from the different slips of paper in the box. Keep your want book in the front store if you can find a convenient place there.

The stock in a pharmacy requires great attention. You should not have on hand more stock than you really have use for or that you can find room for. Goods are easily spoiled by packing them away in small out-of-the-way places. Pretty packages of toilet water, especially those like lilac and violet lose their color when exposed to the sun and when their color is gone it is hard to sell them. Packages that have been soiled or fly specked should be set back out of the way. Send to the manufacturers for new cartons. If the articles are your own make, scrape off the label, polish the bottle, put on a nice clean label, then top the cork with a pretty bottle cap. Try it some time on a dozen of beef,

iron and wine that has become dirty looking, and see what a difference taking a little pains with an article does for it. Have epsom salts, borax, sodium bicarbonate, licorice powder, rochelle salts, alum, put up in folding boxes already for handing over the counter. Old bottles can be used for benzine, gasolene, turpentine. Tinctures, essences, and similar articles in great demand can be already put up in ten and twenty-five cent bottles with paper caps.

Dampness in the cellar spoils a lot of goods. Find out what goods are affected by heat, sunlight, dampness, and see that such goods are placed and always kept in the best places for them. Handling goods spoils them, especially delicate goods like Christmas booklets, stationery, valentines. If one of these falls on the floor the sale is lost, for the least little speck of dirt is enough to spoil its sale. A nail file drops out of a toilet set and is lost, the sale of the whole set is stopped unless you can get a nail file to exactly match the set. A chamois vest falls to the floor, it will be hard to get the spot off the face of the chamois. You will have to sell the vest at a big reduction. The sale of a fountain syringe is prevented because you find out at the last minute that some clerk lost the shut off or one of the pipes. Rough handling breaks cigar wrappers. A box of cigars dropped to the floor will break many of the ends. The least little smudge or finger mark spoils a pretty hand-painted candy box. A label drawer left open receives the overflow from a kettle of some boiling liquid and many labels are spoiled.

EVERYTHING IN ORDER.—The oft repeated phrases, "Order is heaven's first law" and "Cleanliness is next to godliness," have a strong bearing on the business of pharmacy. You should keep in mind the importance of applying these principles of order and cleanliness. Your store must be orderly. By that is not meant so much the conduct of people in the store, but to the orderly arrangement of the goods, and the store in general. "A place for everything and everything in its place" is the rule to insist on. It is just as easy to train your clerks to return everything to its proper place

after using it or after having shown it to a customer, as it is to allow them to throw it down on a show-case or table and trust to luck that somebody else in the store will put it back where it belongs. Everything in the store should present an orderly appearance. The goods on the shelves, the shelf bottles, should be close together or equally spaced. Empty spaces or shelves look badly. Fill top shelves with extra stock of effervescent salts, seidlitz powders, lithia tablets, your own remedies, surplus stationery stock, anything rather than have them empty.

Have a uniformity about the entire store, so that when a customer comes in he is at once "struck with the uniformity and orderliness of your show-cases, fixtures, signs, price tickets, and display of stock. When the price tickets fall on the floor and get soiled, make new ones, don't put the dirty ones back on the goods. Have the store signs and price tickets of the same color of cardboard and lettering. Use cool colors in summer and warm colors in winter. If you cannot carry out this idea for the whole store, carry it out for each separate show-case or counter display. A candy case filled with pretty boxes doesn't look well with a brown price ticket on one box, a green on another, a red on another; have them all brown, all green, or all red. All these details give a proper balance to your store; it proves that you take an interest in having everything orderly. Have the cigar lighter always in order, as many cigar customers are in a rush to light up a cigar.

EVERYTHING CLEAN AND SWEET.—People are quick to notice dirt and uncleanness. Have everything scrupulously clean. Keep a special eye on the soda fountain. Have the soda menu clean and in its proper place on the ice cream table. A sticky soda counter, an unwiped stool or chair, a gummy ice cream table, a dusty show-case, a fly specked window, a cloudy mirror, a disorderly, tumbled arrangement of goods, price tickets half falling off of some article or turned upside down, empty spaces, dirty floor, all these conditions are quite common in pharmacies. They will drive



PHARMACY OF H. D. SMITH, BOSTON, MASS. EXAMPLE OF A CLEAN AND SWIFT STORE. NO DUST, NO SNOW, NO
FROST, NO STAINED GLASS, NO TINKLED GOODS, NO DISORDERED PRICE TICKETS. STORE ALWAYS IMMEDIATELY
SMILE AND COOL IN SUMMER,
SWEET AND WARM IN WINTER.

customers away. People nowadays won't stand for a disorderly, untidy store. Remember that a large portion of your trade is women's trade and women are good housekeepers. The first thing they notice when they visit their neighbors or friends is the floor, then the walls, the furniture, the bric-a-brac. It is just the same when they visit your store. They look at your floor, especially in front of the soda counter, then your glass cases, mirrors, and the fixtures in general, and if they are not up to the proper standard of cleanliness you get some advertising of the wrong sort.

Another bad practice is that of leaving fly paper on the soda counter or near the sides of the fountain or laying it across the tops of the holders. Nobody wants to drink ice cream soda to the accompaniment of the death songs of a lot of flies. If there are any bad odors about the store get rid of them. Many such odors come from a poorly kept cellar. This part of the store should be clean also. Rubbish, straw, excelsior, and papers should not be thrown into a big pile on the cellar bottom, but put in boxes and barrels just as soon as goods are unpacked. In some cities the fire department authorities require this and the insurance companies demand it. A cellar filled with papers, excelsior, and boxes will send up your insurance rate. Not only that, but it makes a bad smell all through your store. A truckman will clean out your cellar every week just to get the kindling wood from the boxes. If you take care in opening the boxes, saving the covers and nails, you can get from six to fifteen cents apiece for them from foundries, shoe factories, paper box factories, etc. Have your store always wholesome and sweet smelling.

Have it said of your store that it is spotless, the clerks immaculate, and the minute a customer gets inside the door he is met with that sweet, wholesome smell, which comes from a clean, orderly, and inviting store. Then the women will say: "I just love to go in there; that proprietor is a good housekeeper as well as a good business man." That is the

kind of a reputation you want to strive for. It is aggravating to take down an article from a shelf to show it to some nicely dressed woman and have to say: "Just wait a minute until I wipe the dust off of it." A cleanly person don't like to trade in a dirty store, neither does a dirty person. Perhaps you don't know it, but it is a fact that Dun and Bradstreet's agents take particular notice about the cleanliness or uncleanness of your store when reporting to their agencies. Also, if your store is clean you stand in better with the bank, with the traveling salesmen and with the credit department of the concerns you do business with. That is one subject you can afford to be a crank on.

FLOWERS AN ASSET.—Always have a vase of flowers on your soda fountain and on your ice cream tables. Your neighbors will supply you, or you can get mixed bouquets of odds and ends from the florist for fifteen or twenty-five cents. Boys will gather flowers for you for a small box of candy or some little gift. Everybody likes flowers, they give a cheerful appearance to a store, and of themselves are an asset. Here is an example that actually occurred. A certain pharmacist always had flowers on his soda fountain and ice cream tables. People spoke about them, they said: "Where do you get all your nice flowers?" "My! I think flowers are lovely, and they tone up a store so much, too." One day a man who was a good customer said to the pharmacist: "I have been trading with you a long time now, do you know what prompted me to come here to trade?" The pharmacist said: "I couldn't tell, it might be for several reasons"; then the man said: "You never could guess it so I will tell you; it was the vase of flowers on the ice cream table near the door." Continuing, he said: "One night I was invited in here to have a college ice. I noticed the flowers, they made an impression; every time after that when I passed by I looked in the door and always saw the vase filled with flowers; I came in to buy something just to get a chance to smell of the flowers; finally I came here altogether to trade; furthermore, I can name several of your customers who came here

CASH REPORT

191

CLERK	No. 1	DRUGS	
	2	Piema	
	3	Om Goods	
	4	Sandira	
	5	Soda	
	6	Cigars	
	7	Kodaks	
	8	Flowers	
	9	Candy	
	10	Saltstary	
	11		
	12		
	13	TOTAL	
	14	Clerk Register Today	
	15	" " Yesterday	
	16	SALES	
	17	Register Today	
	18	" " Yesterday	
	19	SALES	
	20		
	21		
		TOTAL SALES	
		CASH	
		PAID OUT	
		REFUND	
		TOTAL CASH	

PAID OUT & REFUND

[illegible]

DAILY STATEMENT SHEET USED BY STANDARD DRUG CO., DETROIT, MICH., GIVING DEPARTMENT RECORDS, AND CLERK'S SALES, PAID OUTS, ETC.

THE WHITE DRUG STORE, D. Chas. O'Connor, Pharmacal,
243 Main Street, 2nd Door from Postman, FITCHBURG, MASS.

DAILY STATEMENT

Day Date 191

Clerk	Confectionery	Cigars	Patient Medicines	Rx	Perfumery	Toilet Articles	Drugs	Souvenir Postals	Miscell.	Total
a										
b										
d										
e										
h										
Credit										
Total										

PAID OUT

Express	
Freight	
Carriage	
Cream	
Milk	
Eggs	
Fruits	
Drugs	
Stamps	
Papers	
Laundry	
Goods Returned	
Supplies	
Stock Purchases	
Total	

Register Reading	
Received on account	
Customer Counter	
Received on account	
Charged	
Paid out	
Received on account from	
Weather	
Charged to	
Remarks	

Total sales in Register	
% " In Soda Register	
Total cash sales	
Credit sales	
Total Day's Business	

DAILY STATEMENT SHEET PROVIDING FOR RECORD OF EVERY TRANSACTION OF EACH DAY ON SHEET,
INCLUDING EACH CLERK'S SALES AND RECORDS OF DEPARTMENTS.

to trade for the very same reason; you would never have known how those flowers built up your trade if I hadn't told you." This example shows how the public notice little things.

CHAPTER XVIII.

ACCOUNTING FOR A PHARMACY.

ADEQUATE provision should be made in advance for the proper method of accounting. The tendency of the times is to simplify accounting in a pharmacy. Instead of the stereotyped cash book, day-book and ledger, daily statement sheets are largely used, that is, every transaction of a day is entered on one sheet. A ledger may be used in connection with it. Credit charges may be kept as formerly, by the book system, or the folder system, which gives to every charge customer a folder in which all his charge slips are placed, or by the card system, where all charges and payments are entered on the cards assigned to each customer. The National Cash Register Company supply good systems of accounting for use in connection with their cash registers.

DAILY STATEMENT SHEET.—The daily statement sheet opposite page 125 was designed by the writer and used with good effect for several years. It is planned for use with a multiple drawer National Cash Register. The checks from this register contain the initial of the clerk, the amount of the sale, the date, and what the sale consisted of. This was made possible by having a special plate made for the register that prints on each check the name of several departments, so when the sale is made the clerk merely ticks the space under which the sale is recorded. For instance, if the sale is three cigars for twenty-five cents he rings up twenty-five cents and ticks the space side of cigars on the check. If the sale is fifteen cents' worth of confectionery and a ten-cent cigar, he rings up twenty-five cents and writes fifteen cents in the space side of confectionery and ten cents on side of cigars. At the end of the day or preferably the

next morning, the checks are sorted to the different departments and entered under their respective headings on the daily statement sheet.

This system not only shows what each clerk's sales are, but also what kind of goods he sold, and shows the proportion each department of the business contributes to the total sales of each day. At the end of each week or each month, you know just how much of the sales was in the cigar department, the confectionery department, the prescription department, the patent medicine department, etc. The soda sales are kept separately, so their proportion of the total sales is easy to figure.

By finding out the amount of gross profit of each department and their proportion of the total sales, the exact gross profits on the entire daily sales, weekly sales, or monthly sales, may be determined. For instance, of a total daily sales of \$40 the confectionery department contributes \$10 with the gross profit of forty per cent.; the cigar department \$10 with a gross profit of twenty-five per cent.; the soda department \$10 with a gross profit of forty per cent., and all the other miscellaneous departments \$10 with a gross profit of thirty-five per cent.; we find that the daily sales of \$40 is made up of two departments of forty per cent. gross profit, one of thirty-five per cent., and one of twenty-five per cent., which gives an average gross profit of thirty-five per cent. Deducting from this twenty-five per cent., which you have allowed for expenses leaves ten per cent., which is the net profit. Thus you know that you have made ten per cent. of \$40, or \$4.00, as your net profit of the day's sales. You can also estimate your net profits of the weekly, monthly, and yearly sales.

The paid outs are also registered on this daily statement sheet. In the blank space under *charged to* is recorded the names of all customers obtaining credit and the amounts. Under *received from* is recorded the names of customers that have paid their bills and the amounts paid. Under the heading of the *weather* is recorded any unusual weather

conditions that caused an increase or decrease in the average sales. This is especially valuable when comparing the day's sales with the same day of the next year or two years afterward. Or if a special sale is being conducted, to record whether it resulted favorably, due to good weather, or unfavorably, due to bad weather. Under the heading *remarks* may be recorded any happening of the day of unusual interest, as a big parade, circus day, big convention, agricultural fair, etc. Every transaction made in the course of a day, every cent taken in or paid out, is recorded, making a complete record. In the extra spaces may be listed all the bills paid by check, then cash and check payments for the day are readily accessible for reference. These daily statement sheets are then filed in a Shannon filing case, indexed and placed in a position on the desk or shelf for further comparison or reference.

The writer explained his ideas on the matter of a single sheet for all transactions to the representative of the National Cash Register Company, who in turn said they had nothing to cover the subject and advised designing a special sheet. As a result the sheet shown opposite page 124 was designed by the writer and used by him for several years, making a few changes and additions each year. You can design your own daily statement sheets with special application to your needs. Another good feature of the daily statement sheet is that it affords the means of recording the result of special sales conducted through the year. Thus, if you conduct a special sale of sponges for a week. The clerks are then notified to write on the cash register check the word sponge or the letter S for every sale of sponges made; this record is then transferred to the daily statement sheet and recorded under the toilet articles or fancy goods columns and at the end of the week the exact amount taken in from the sponge sale is known. The same is true of sales of toilet-sets, valentines, Thanksgiving novelties, hot water bottles, goods of your own make, etc. This feature is a strong one.

ACCURACY IN ACCOUNTING.—Accuracy in accounting is

necessary in a pharmacy. The movement of every cent should be recorded, whether taken in or paid out, and every record should be readily accessible. A good way of filing paid bills is to file the check returned from the bank with the bill covered by the check. It is better to pay each bill separately rather than paying the monthly statement. Some concerns make a fast rule never to pay a statement, they always pay the original bill. One large concern, known to the writer, that sells to the retail drug trade, required all the office help to return to the office on a certain evening to go over the books to try to locate a mistake of one cent. It required two hours' work and a good many cents' worth of lighting expense to find the mistake, so it wasn't a miserly motive, but the importance of accuracy, that prompted the firm's action. Accounting is apt to be slighted or treated indifferently by the average pharmacist, but it is absolutely necessary nowadays, and every pharmacist should make a resolution to be accurate in his accounting. With an accurate system of accounting you are always armed with the proofs of every transaction and in all controversies with the bank or business houses it is an easy matter to prove your side of the question.

CHAPTER XIX.

BUSINESS CORRESPONDENCE AND PUNCTUATION.

LETTER WRITING.—It has been said that handwriting is one method of expressing character. Business men realize that a business letter gives an impression of the character and make-up of the man or firm that sends it out. Keep this fact constantly in mind when writing your letters. Do not write anything you would not say to a man face-to-face.

If you do not act stiffly when you talk to a man personally, do not be given to stiffness in your letters. If your nature is cordial or frank, be no less cordial or frank in your letters. Be no more formal, no more distant, in your letters than in your personal conversation.

Word your letters so as to convince your correspondent that you know what you are writing about, that you are stating your case frankly, and no matter to what extremes the matter may reach, be sure of your ground, and never forget what courtesy and self-respect demand from you.

Handle every business controversy in a gentlemanly way. Don't "beat about the bush." Face issues squarely. If you find you are in the wrong, don't be so obstinate as not to admit it. "Give in" when you are wrong—give somebody else a chance to be right once in a while.

Never place yourself on a par with the man who writes you a dirty, contemptible letter. Do not retaliate by trying to "go him one better." When you answer him do it in a polite, courteous manner, but with sufficient firmness as the occasion may require. If there is anything that will make a man feel "cheap," it is to get a polite, courteous answer to his mean, nasty letter. It shows up his inferiority and he has to admit that his correspondent got the better of the argument by exhibiting self-control, politeness, and courtesy.

When writing complaint letters remember that the man at the other end of the bargain is entitled to some consideration and should not be treated as if he were insignificant.

When writing dunning letters go it easy at first. Be pleasant in the first letter, then gradually grow stronger until you have written four or five letters. If unsuccessful, then you can institute legal proceedings.

When writing letters ordering goods, always be specific as to the exact articles wanted, the size, price, shipping directions. If from a catalogue, give brand and number. Write quantities in figures, articles in capitals; as—3 doz. Peruna—10 lbs. Flaxseed Meal—5 lbs. Slippery Elm Bark—2 kips Chamois Skins—2 crates Strawberry Syrup.

When using printed order blanks do not run your writing over into the right-hand columns which are reserved for the firm's records. Many pharmacists persist in doing this to the great annoyance of the wholesaler. The writer knows a pharmacist who did it so repeatedly that the wholesaler sent

his traveling man to request him to stop the practice. The pharmacist got mad and refused to give the wholesaler any more orders. The wholesaler preferred to lose him as a customer rather than have him continue to annoy them as he had been doing.

The essentials of a good letter are clearness, brevity, courtesy, neatness, correct spelling, and smoothness. You must make your meaning clear. You can do this by being natural and using simple words. Use only words that you thoroughly understand. Do not use long words, long sentences, or expressions with double meanings. Be brief, say quickly what you have to say, then stop. Do not use too jerky a style. Express what you wish to express, but avoid repetition.

Be courteous to everybody, no matter who your correspondent is. Eliminate sarcastic remarks and smart expressions. Write letters that leave a pleasing impression rather than a sting. Neatness is admired by everybody. The next letter you get, remarkable for its neatness, save it as a model for your own.

A letter composed of many misspelled words is a mark. To a business man a misspelled word sticks out like a sore thumb. If you are not sure of a word, look it up. Use the dictionary. The oldest school superintendent in point of service in New England said to the writer, "If there is any one thing that needs emphasis in our schools, it is the right use of the dictionary." One of the leading women's colleges in the country has just established special classes in spelling, as it was learned that the students were inefficient in this important branch.

Have the different points of your letter properly correlated. Have the arguments arranged in their natural sequence. This assures smoothness. Greek or Latin words induce smoothness, but destroy force. Short Anglo-Saxon words are stronger.

Paragraphing is necessary to give a letter the proper set-up and balance. Form new paragraphs when new subjects

are taken up, or where one subject is too lengthy to be treated in a single paragraph. If you have to divide a word at the end of a line divide it only at syllables, using a hyphen to mark the division. The dictionary will enlighten you if you are uncertain as to the division of a word into syllables.

Be prompt in answering letters. Leading business men make it a point to answer all letters the same day they are received. That should be your rule. It will give you a good standing with your wholesalers and manufacturers. It always pleases you to get an answer to your letter by return mail. Others would be equally pleased to receive your answer to their letter by return mail.

If your letter requires additional sheets number them in the left-hand corner, like this: "P. D. & Co., No. 2," and so on. When you refer to a former letter always give the date. For instance,—“As mentioned in our letter of Dec. 18th,” is preferable to—“As mentioned in our recent letter.” “Referring to the matter contained in your letter of Nov. 5th,” is preferable to—“Referring to the matter contained in your former letter.”

It is a good plan to file a copy of your answer to a letter with the original letter. If you do not do this at least mark or stamp letters with the date that they were answered. Such as, “Received 3/5/1910—Answered 3/5/1910.”

Use adjectives sparingly. They tend to weaken a statement. “Very,” “great,” “excellent,” “tremendous,” “exceptional,” “magnificent,” etc., are good words to drop from your list. They have spoiled many an otherwise strong sentence.

“Please” is better than “kindly.” “Enclosed” is preferable to “enclosed herewith.” The “herewith” is unnecessary, it means the same as enclosed. “Answer” a letter rather than “reply” to it. “Reply” pertains more to a discussion or argument.

Use short words when you can. For example: “buy” is better than “purchase”—“begin” better than “com-

mence"—"live" better than "reside"—"home" better than "residence"—"start" better than "inaugurate"—"give" better than "donate"—"at once" better than "immediately"—"if I were" better than "if I was."

When a salutation consists of two words both should be capitalized; as, Dear Sir. When three words, the first and last; as, My dear Sir.

The best subscription or conclusion is—Yours truly or Yours respectfully. They are better than—Truly yours or Respectfully yours. The first word only is capitalized.

Omit the common stereotyped phrases as: "beg to advise"—"beg to inquire"—"beg to acknowledge." Cut out the "beg" altogether. "Would say"—"Wish to say" are superfluous. Go ahead and say what you are going to. (In reference to "the same") is a stock phrase that has been overworked. Avoid "the same" as you would diphtheria germs.

Be as original as you can in all your letters. Write a letter different from that of anyone else. Put your own individuality in every letter you write. Have your thoughts clearly outlined before attempting to put them in writing. The big mail-order houses build up their business through letters. Every letter they send out is prepared with the greatest care. One of their former employees told the writer that each letter stands them from eighteen to twenty-two cents each. This figure covers the cost of preparing, copying, stamping, employees' time, etc. They try to make every letter count. Their sales letters create sales. They are masterpieces of written salesmanship. Many experts predict that in the near future all selling will be done by letter instead of by traveling salesmen. A letter will go to the smallest out of the way hamlet for two cents. It would cost several dollars to send a traveling salesman there.

Take pride in constructing your letters. Read them over carefully before sending them. Be sure to have your name and address in the upper left-hand corner of the envelope. When asking for information enclose a stamped envelope.

Write only on one side of a sheet. Be as pleased when you have written a well worded, carefully planned, courteous letter as you are when you receive such a letter from somebody else.

PUNCTUATION.—Nowadays, great stress is being laid on the importance of punctuation. The college above quoted has established, in addition to its special classes in spelling, some special classes in punctuation, realizing the deficiency of its students in this important educational requisite. Every letter you send out should be properly punctuated. The following rules will greatly assist you.¹

THE COMMA.—RULE I.—Two words belonging to the same part of speech, or used as such, when closely connected by one of the conjunctions *and*, *or*, *nor*, are not separated by a comma from each other.

Pay supreme and undivided homage to goodness and truth.

RULE II.—Two words of the same part of speech and in the same construction, if used without a conjunction between them, are separated by a comma.

We are fearfully, wonderfully made.

RULE III.—1. Two nouns or pronouns in apposition, or a noun and pronoun, should not be separated by a comma if they may be regarded as a proper name or as a single phrase.

2. But a noun or pronoun and a phrase, or two or more phrases, if put in apposition so that they may not be so regarded, are separated by a comma from each other, and from what follows in the same sentence.

1. The poet Milton wrote excellent prose and better poetry.

2. Homer, the greatest poet of antiquity, is said to have been blind.

RULE IV.—Words or phrases contrasted with each other, or having a mutual relation to others that follow in the same clause, are separated by commas.

False delicacy is affectation, not politeness.

¹ Vest Pocket Manual of Printing, courtesy of Inland Printer Co., Chicago, Ill.

RULE V.—1. A comma is put before a relative clause when it is explanatory of the antecedent or presents an additional thought.

2. But the point is omitted before a relative that restricts the general notion of the antecedent to a particular sense.

1. Behold the emblem of thy state in flowers, which bloom and die.

2. Every teacher must love a boy who is attentive and docile.

RULE VI.—Expressions of a parenthetical or intermediate nature are separated from the context by commas.

The sun, with all its attendant planets, is but a very little part of the great machine of the universe.

RULE VII.—A word or expression used independently in addressing a person or an object is separated by a comma from the rest of the sentence.

Antonio, light my lamp within my chamber.

RULE VIII.—Adjectival, participial, and absolute phrases are each separated by a comma from the remainder of the sentence.

Awkward in his person, James was ill qualified to command respect.

RULE IX.—Adverbs or adverbial phrases, when used as connectives, or when they modify not single words, but clauses or sentences, are each followed by a comma; and if used intermediately they admit a comma before as well as after them.

The most vigorous thinkers and writers are, in fact, self-taught.

RULE X.—When a phrase beginning with a preposition, an adverb, or a conjunction relates to or modifies a preceding portion of the sentence, a comma is unnecessary if the parts are closely connected in sense.

For that agency he applied without a recommendation.

RULE XI.—Many phrases which, in their natural or usual order, do not require to be punctuated, are, when placed in

some other or unnatural position, set off by a comma from the rest of the sentence.

By Cowley, the Philosopher Hobbes is compared to Columbus.

RULE XII.—When one of two clauses depends upon the other, they are separated by a comma.

If you would be revenged on your enemies, let your life be blameless.

RULE XIII.—1. Two correlative expressions united by the conjunction *as* or *than* are written without a point between them.

2. But when united by any other word than one of these conjunctions, the correlative expressions are separated by a comma.

1. Men are never so easily deceived as when they plot to deceive others.

2. Though learned and methodical, yet the teacher was not a pedant.

RULE XIV.—1. Three or more words, phrases, or clauses in the same construction, each to be understood separately, and with or without a conjunction before the last of the series, are separated by commas.

2. But when the members of the series are closely connected in sense, the commas should be omitted.

1. Writers, teachers, and printers should understand punctuation. The world, the flesh, and the devil.

[Omissions of the comma before the conjunction unduly connects the last two of the series. Thus, "Writers, teachers and printers should understand" would be an assertion to writers (as those addressed) that teachers and printers (those spoken of) should understand. See Rule VII.]

2. Government of the people by the people for the people.

[This is frequently chopped into nonsense by insertion of commas, a comma after the first "people" being especially bad, because the sense is that the people should be governed by themselves.]

RULE XV.—When in a compound sentence the clauses have each a different nominative, but have only one verb, expressed in the first clause and understood in the others, the ellipsis, or place of the verb, should be supplied by a comma.

A wise man seeks to shine in himself, a fool to outshine others.

RULE XVI.—A short quotation, or any expression that resembles a quotation, is separated by a comma from an introductory clause.

Dr. Thomas Brown truly says, "The benevolent spirit is as universal in its efforts as the miseries which are capable of being relieved."

THE SEMICOLON.—RULE I.—When two clauses are united by either of the conjunctions *for*, *but*, *and*, or an equivalent word—the one clause perfect in itself, and the other added as a matter of inference, contrast, or explanation—they are separated by a semicolon.

Economy is no disgrace; for it is better to live on a little than to outlive a great deal.

RULE II.—A semicolon is placed between two or more parts of a sentence when these, or any of them, are divisible by a comma into smaller portions.

Men are not to be judged by their looks, habits, and appearances; they should be judged by the character of their lives and conversations, and by their works.

RULE IV.—When several short sentences follow one another, slightly connected in sense or in construction, they should be separated by a semicolon.

Stones grow; vegetables grow and live; animals grow, live, and feel.

RULE V.—A semicolon is put before *as*, *viz.*, *to wit*, *namely*, *i.e.*, or that is when they precede an example or a specification of particulars, or subjects enumerated; and also between

these particulars when they consist each of a disjunct pair of words, or of a single word or phrase but slightly connected with the others.

Many words are differently spelled in English; as "Inquire, enquire; jail, gaol; skeptic, sceptic."

THE COLON.—RULE I.—A colon should be put after a clause that is complete in itself, but is followed, without a conjunction, by some remark, inference or illustration.

Virtue is too lovely and useful to be immured in a cell: the world is her sphere of action.

RULE II.—When a sentence consists of two members united by a conjunction or an adverb, and either of them divisible into clauses separated by semicolons, a colon should be used before the connecting word.

As we perceive the shadow to have moved along the dial, but did not see it moving: and it appears that the grass has grown, though nobody ever saw it grow: so the advances are made in knowledge, as they consist of such minute steps, are perceivable only by the distance.

RULE III.—A colon should be placed before a long quotation, a speech, a course of reasoning, or a specification of articles or subjects, when formally introduced.

The air was sweet and plaintive: and the words, literally translated were these: "The winds roared and the rain fell, when the poor white man, faint and weary, came, and sat under our tree."

THE PERIOD.—RULE I.—When a sentence is complete in itself, and is neither connected in construction with what follows nor of an interrogatory or exclamatory nature, its termination is marked with a period.

Truth is the basis of every virtue. It is the voice of reason. Let its precepts be religiously obeyed. Never transgress its limits.

RULE II.—The period must be used after every abbreviated word.

The age of MSS. is in some instances known by dates inserted in them.

NOTE OF INTERROGATION.—RULE.—An *interrogation mark* is placed at the termination of every question.

Why, for so many a year, has the poet or the philosopher wandered amid the fragments of Athens or of Rome, and paused with strange and kindling feelings amid their broken columns, their mouldering temples, their deserted plains? It is because their day of glory is past.

EXCLAMATION MARK.—RULE.—An *exclamation mark* is put after expressions denoting an ardent wish, admiration, or any other strong emotion; after interjections, words used as interjections, or clauses containing them; and after terms or expressions in an address, corresponding to the vocative case in Latin, when emphatic.

Would that we had maintained our humble state, and continued to live in peace and poverty!

THE HYPHEN.—The hyphen is used between the elements of some compound words, in some derivatives, and at the end of a line in dividing a word.

COMPOUND WORDS.—RULE I.—1. Compounds made by omitting particles, and used literally, are generally written with a hyphen.

2. Many such words that coalesce in pronunciation, and have become very familiar, are written continuously.

after-events	sewing-machine	outlook
almond-oil	steam-engine	overcome
arrow-head	water-plant	railroad
battle-ax	broomstick	steamboat
potato digger	eyeball	sunrise
printing-office	milkman	sunset

RULE II.—Two or more normally separate words are joined with hyphens if used in an adjective sense before a noun.

A sight never to be forgotten.

A never-to-be-forgotten sight.

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RULE III.—A full phrase used as the name of something not literally indicated by the phrase is written with a hyphen or hyphens.

Those here given are names of plants:

Aaron's-beard

forget-me-not

queen-of-the-meadow

RULE IV.—Compound words showing arbitrary application of the literal idea expressed by their separated elements take no hyphen.

blackberry

however

arrowhead (a plant)

bluefish

pronghorn (antelope)

matchlock (a gun)

everybody

marrowfat (a pea)

cottonwood (a tree)

(Care should be taken not to apply this rule in cases where it does not really fit. Thus, *any one*, *one's self*, etc., are often wrongly printed as *anyone*, *oneself*, etc.)

NOTE.—No words that stand in regular grammatical construction and literal sense should be compounded, either with or without a hyphen.

MARKS OF PARENTHESIS.—RULE.—The marks of parenthesis enclose only words that break the unity of the sentence into which they are thrown, and which may therefore be omitted without injury to its sense or its construction.

The Egyptian style of architecture (see Dr. Pocock—not his discourses, but his prints) was apparently the mother of the Greek.

THE DASH.—RULE I.—The dash is used where a sentence breaks off abruptly, and the subject is changed; where the sense is suspended, and is continued after a short interruption; where a significant or long pause is required; and where there is an unexpected or epigrammatic turn in the sentiment.

Was there ever a bolder captain of a more valiant band? Was there ever—but I scorn to boast.

RULE II.—A dash should be used after several words or expressions when those constitute a nominative which is broken off and resumed in a new form; and after a long member, or a series of phrases or clauses, when they lead to an important conclusion.

That patriotism which, catching its inspirations from the immortal God, and leaving at an immeasurable distance below all lesser, groveling, personal interests and feelings, animates and prompts to deeds of self-sacrifice, of valor, of devotion, and of death itself—that is public virtue; that is the noblest, the sublimest, of all public virtues.

RULE III.—The dash is used before what is termed by elocutionists the *echo*; that is, before a word or phrase repeated in an exclamatory or an emphatic manner.

Shall I, who was born, I might almost say, but certainly brought up, in the tent of my father, that most excellent general—shall I, the conqueror of Spain and Gaul, and not only of the Alpine nations, but of the Alps themselves—shall I compare myself with this half-year captain?—a captain before whom should one place the two armies without their ensigns, I am persuaded he would not know to which of them he is consul.

RULE IV.—When parentheses or intermediate expressions that easily coalesce with the construction of the sentences in which they occur are separable into portions requiring points, dashes may be used instead of the common marks of parenthesis.

The whole deportment of a child is delightful. Its smile—always so ready when there is no distress, and so soon recurring when that distress has passed away—is like an opening of the sky, showing heaven beyond.

RULE V.—The dash is commonly used where there is an ellipsis of such words as *namely*, *that is*, and others having a similar import.

The four greatest names in English poetry are almost the first we come to—Chaucer, Spenser, Shakespeare, and Milton.

THE APOSTROPHE.—RULE I.—The apostrophe is used, chiefly in poetry and in familiar dialogue, to denote the omission of a letter or of letters.

I've	abbreviated	for	I	have.
'em	"			them.
i' the	"			in the.
o'er	"			over.
don't	"			do not.
'gainst	"			against.
he's	"			he is.
ne'er	"			never.
thou'rt	"			thou art.
'tis	"			it is.
who'd	"			who would.
you'll	"			you will.

RULE II.—The apostrophe is used to distinguish the possessive case of nouns—which is usually formed in the singular number by adding to the nominative an *s* with an apostrophe before it, and in the plural by simply annexing this mark.

1. What majesty attends Night's lovely queen!
2. The Ages' voice speaks everlasting truth.

The possessive case of pronouns is formed without an apostrophe.

SINGULAR	PLURAL.	SINGULAR.	PLURAL.
Mine.	Ours.	Hers.	Theirs.
Yours.	Yours.	Its.	Theirs.
His.	Theirs.	Whose.	Whose.

CAPITALIZATION.—Many special uses of capital letters, not clearly provided for in these rules, are insisted upon by writers; but most of these uses are held to come within the scope of the third rule.

RULE I.—Every sentence must begin with a capital letter.

RULE II.—Each line in poetry begins with a capital.

RULE III.—All proper names are capitalized.

This is a universally accepted rule, but its application produces many different results, arising in the varied understanding of the term "proper name."

1. As to names of persons and places there is no disagreement—with the exception of general words as noted in the next paragraph.

2. In naming bodies of water, mountains, counties, streets, avenues, etc., such words as *ocean*, *river*, *mountain*, *county*, *street*, and *avenue* are often written with small initial letters; as, *Atlantic ocean*, *Cook county*, *Monroe street*, etc. But when one of these words is an essential part of the proper name—as when the distinctive word is also common—it should be capitalized; as, *North River*, *Rocky Mountains*, etc.

NOTE.—It is much more convenient, and can not be called erroneous, to capitalize each word in all such names. This, however, is not quite so common in usage as the discrimination named above.

3. Standing before the proper word in such a name the common noun is capitalized, except when preceded by the definite article; as, *Lake Michigan*, *County Cork*, *Mount* (or *Mt.*) *Washington*; but *the river Rhine*, etc.

RULE IV.—Names of days and months always take a capital; but the names of seasons of the year are not commonly capitalized.

RULE V.—1. Titles of office before personal names, and other titles so placed which are not mere common names of vocation, are written with capitals; as, *Senator Jones*, *Doctor* (or *Dr.*) *Brown*, *Aunt Jane*, *Miss* or *Master Gray*; but *coachman Smith*, *barber Harris*, etc.

2. Titles of dignity are also commonly capitalized when used alone, as in address, or with the definite article; as, *the President*, *Senator*, *Judge*, *the Judge*, *the District Attorney*.

NOTE.—It is best to distinguish between particular and common uses of such words, and to write "he was a district attorney," or anything similar, without capitals. *A Judge* (of a court), *a Senator*, *a President*, *a Congressman*, and some others of like dignity, are commonly treated as particular uses.

RULE VI.—Many special names of a common kind are, in particular uses, treated as proper nouns and capitalized; as, *Congress*, *Parliament*, *Senate*, *House of Representatives*, *State* (for one of the United States), *Hudson River Railroad*, *Aldine Printing Company*.

NOTE.—This usage is not universal, but it is certainly prevalent. In really common uses such words should never be capitalized; as, *a congress of merchants*; *state papers*; *the church* (a congregation), *the Church* (a denomination).

RULE VII.—1. Adjectives and nouns derived from proper names are written with capitals; as, *Jacksonian*, *New-Yorker*, *Congressman* (if *Congress* has a capital).

2. But such words used to name minerals, or in some other common way, are not capitalized; as, *adamite*, *boleite*, *goethite*, *india-rubber*, *bowie-knife*.

RULE VIII.—Names of families and larger groups in natural history, and of genera, are written with capitals; also, botanical specific names derived from proper names, and those that have formerly been genus-names, though zoölogical usage gives a small initial to every specific name; as, *Asplenium Trichomanes* (a fern), *Menticirrhus americanus* (a fish), *Carya alba* (a hickory-tree).

RULE IX.—In headings the important words only should be capitalized.

THE USE AND NON-USE OF FIGURES.—1. In general matter it is common to use figures for 100 or more, except in the case of large round numbers, particularly such as *a thousand*, or *three millions*.

It is not uncommon, however, to use them for numbers of ten or more, and their use is preferable in giving two or more numbers together, even if some are only units.

2. In statistical matter all numbers should be in figures.

3. Figures should always be used for the street number of a house, and commonly for the name of a street above *Ninety-ninth*.

4. Sums of money, especially \$1 or more, are printed in

figures in news-matter, with the exception of large round numbers as above.

5. The time of day is usually printed in figures, also any length of time, especially with more than one denomination, as hours, minutes, and seconds.

6. In conversation it is better to spell out most numbers.

General directions as to the use or non-use of figures can hardly be made to meet all cases satisfactorily, as so much depends upon the nature of the work in hand. In books of a general character, particularly novels, it is well to avoid the use of figures as much as possible.

ABBREVIATIONS.—1. Military or naval and some professional titles preceding names are nearly always abbreviated; as, *Capt. Jones, Dr. Brown, Rev. Dr. Smith.*

2. Titles of collegiate degree are abbreviated; as, *William Lee, Ph. D., LL. D.*

3. An abbreviation is commonly used for the name of a State following that of a county, city, town, or village, and sometimes for *county* between a place and the State; as, *Brooklyn, Kings Co., N. Y.* It is better to spell out *county* in such use unless there are a number of them near together, and in particular work many people spell out all such names, even of States.

4. The abbreviations given in our common lists (as in dictionaries) are generally used instead of the full words, especially in statistical matter or in matter involving frequent repetition after the manner of statistics.

In particular general work, or work not giving frequent occasion, it is better to avoid abbreviation as far as possible.

ITALICIZING.—1. All foreign words plainly used as such should be printed in italics.

Familiar foreign words, or those that have become Anglicized or so common that everyone knows them, should not be in italics. Ordinarily this would include common terms in law and such words as *alias, débris*, etc.; but a contrary decision is frequently made by authors or other customers.

2. *Italics* are often used for headings. This use, of course, must depend upon the decision of those who control the work. No one person can choose instances for all other people.

3. Classifying names in natural history, as of genera, families, etc., should always be in *italics*. This is the regular established usage, though it is not always followed.

4. Names of vessels, animals, etc., should not be in *italics*. *Italicizing* serves no purpose but to satisfy a whim.

5. In papers it is common to *italicize* names of periodical publications and of stage characters.

6. Use of *italics* for emphasis must be governed by the writer or editor.

QUOTATIONS.—1. Quotations set in type smaller than the text need no quotation-marks; but the marks should not be omitted if all the matter is in the same type.

2. If the quoted matter with marks has more than one paragraph, each new paragraph should begin with quotation-marks, but closing marks should be used only at the end of the entire quotation.

3. Double marks should be used except in the case of a quotation within a quotation, when a single mark should be used. The exception is proper only when the double marks are used for the entire quotation, not when that is set in smaller type without marks.

4. Titles of books or other writings should be quoted with double marks.

CHAPTER XX.

STORE SERVICE.

YOUR aim should be to have your store service the best in your town. Customers to-day look for the store that carries the best stock and gives the best service. Some are willing to pay more for goods in the store that gives them the best service. People are attracted to one store more than another

because they know at that store they can always get what they want and are treated right. Good service consists of having every transaction carried on just right and if it isn't right, make it right as soon as you can and without too much delay or annoyance to the customer. If any mistake is made or the customer isn't satisfied, send for the article, make it right, exchange it, give the money back. Don't ask him to bring the article in, send for it. It may be inconvenient for you at times, but perhaps it is even more so for the customer. The big department stores are studying all the time to find means of bettering their store service. They are trying to combine the strong points of the small store—where the proprietor keeps in close touch with customers,—with their big stores—where the clerks and department managers, rather than the proprietors—keep in touch with the customers. This is the winning combination for them. The great disadvantage of department stores is the lack of the personal element, and that is what they are now trying to overcome.

So you have a big advantage over the big department stores of your town. You can personally build up a good store service. Have a special style of store package. Have you ever noticed how nicely and securely a bundle of boxes of cigars is tied? The next order you get from the cigar manufacturers, copy their style of doing up packages. That would be a good ad. for your store, to tie up bundles like that. Go into the nearest express office and see how they tie up bundles. They keep a stick of sealing wax in use all the time. Use white wrapping paper, pink twine and red sealing wax and you will get up a reputation for doing up the nicest packages in town. Two papers can be used on articles like drugs, powders, snuff, etc. Ladies do not like to find their shopping bags filled with powder that has sifted out from the packages. Loud colors in wrapping papers should not be used. You wouldn't walk through the streets of your city holding a box or bag in front of you with the name of the merchant showing conspicuously. You would be a walking advertisement for that store. So would your customers be

for you if you make them carry a package done up in loud-colored paper. They don't like to do it.

Keep a few large paper bags on hand. They are handy to put a lot of small bundles in. Many times your customer will ask: "Have you a large paper bag that will hold all these bundles, I've got to travel quite a distance on a car?" Always have it and better still, offer to supply it without being asked. If your customer makes several purchases at your store offer to deliver the whole order right to her door. She may have other shopping to do and doesn't want to be bothered with so many bundles. All those things come under store service. The writer went into a tea store recently to buy a pound of tea. The proprietor noticed that several other bundles had to be put down on the counter to get the change to pay him, so he said: "Let me put all those bundles into a big strong bag, then you'll only have one package to carry." That proprietor was "on to his job" and it was such a convenience to the writer, and it was offered without being asked, that it resulted in a good impression for that store.

Allowing a crowd of men to loaf in your store or to gather around the door hinders service. Many women will go farther down street than run the gauntlet of a crowd of men standing near your door or leaning up against the showcases. Clerks leaning against the background of a window will deter passers-by from looking in at your window display. When a crowd of young fellows come in to get soda see that your clerk stays with them until they leave. Usually one fellow pays for the sodas and then another speaks up: "Let's have a cigar, fellows, what do you smoke?" If your clerk has skipped out to the back room or down cellar, and there is any delay, some one will say: "Oh! never mind the smokes, we can get some at the cigar store down near the depot when we come back from our walk." Customers expect free delivery. Make shopping at your store easy. Tell them to telephone orders when they cannot come. Send for prescriptions and deliver them. Always have stamps on hand. A customer is more disappointed when you tell him you are

all out of stamps as when you say you are all out of some article he wants. Tell him there is a mail box right around the corner. It is little things like these that people appreciate. If a customer wants to write a letter in your store let him take your fountain pen. Do it as if it was a pleasure.

When you have your store service developed as well as you know how, take a little trip to nearby towns or some large city. Get a few ideas from successful pharmacists. Ask them questions. They are willing to exchange ideas with you. You may have some point of service that they can use to advantage. Wise listening, pointed conversation, and close observation, will supply you with a great deal of information applicable to your own business. Keep your eyes and ears open. Originate ideas, study new ways for developing your store service. When a bottle is brought in see that the old, dirty label is removed and a new one supplied. Replace a broken or stunted cork with a new one. When bottles are left to be called for see that they are put up at once. If you delay them the customer is apt to be back before you have them ready. Get a chair for a customer if he is obliged to wait long.

Politeness and attention always make friends for your store. If formulas clipped from papers and magazines are brought in and they include dangerous medicines, tell the customers so. Tell them that if such a formula was used for the eyes its use might make them worse. Tell them that the trade journals are continually printing editorials cautioning pharmacists against putting up formulas containing dangerous medicines, unless prescribed by physicians. The paper may misprint the quantity of a powerful drug or chemical. Many times they do. The writer has earned the gratitude of several customers by refusing to put up some questionable formulas that had been clipped from papers. The customers feel that you are safeguarding their interests when you caution them against such danger.

STORE SPIRIT.—Your store should have a store spirit. You often hear of school spirit and quite common is the phrase

“that college has the proper college spirit.” Also we hear it said of a champion baseball team, “They have the proper team spirit, that is why they are winners.” If you have the proper store spirit in your business, you’ll find you will be a winner with the public, for the public mind takes notice and is appreciative of a store whose proprietor instills his own temperament and disposition into his methods, and organizes his clerks into a working force, whose endeavor is to elevate the standard of the store’s service to its patrons. “I always like to go to Davenport’s Pharmacy. I like the spirit of the place, the store spirit is always plainly in evidence,” that is what you want your customers to say of your store. You ought to be kind to your clerks, help them all you can, encourage them, sympathize with them, appreciate their efforts; this method is far better than that of continual fault-finding, persistent nagging, unjust criticism, and arousing in them a spirit of resentment.

Have your own ideals and try to live up to them, rather than just talk about them. Forget your home troubles during business hours and forget your business troubles during home hours. When you leave your store shut your mind up tight against any business worries until you get back to the store again. The customer’s rights should always be safeguarded. The average customer believes in the principle that he is a member of an independent class in the community, and that you ought to feel flattered to know that he has chosen your store to purchase his pharmacy articles. Keep in his good graces all the time, for his steady purchases amount to a big sum in a year’s time. The actual existence of your store depends upon the good favor of the buying public in your section of the community. It is on account of this truth, that the big department stores have instituted schools of salesmanship, department welfare.

How CUSTOMERS ARE LOST.—Don’t disappoint customers. If you promise to deliver a prescription at four o’clock see that it gets there at four, not at six or seven o’clock. If you promise to pack and ship an article for a customer on a

certain day, don't put it off until the next day. If you are out of an article and the customer wants it at once, don't tell him that you will have it in two days when you know you won't order it until the first of next week. Broken promises, indifference to customers' wants, lack of courtesy, misrepresentation of goods, lose customers entirely or retain their patronage in a grumbling, disappointed way, so that they criticise your store adversely rather than friendly and only tolerate you because you are next door to them. They hurt your standing. If you antagonize or disappoint 100 customers in a year, counting five to a family, which is about the average, you have 500 adverse critics of your store. Suppose these 100 customers each average to spend \$1.00 per week or \$4.00 per month at your store, and you lost them altogether, you would lose \$4800 yearly. It behooves you to train your clerks so that the loss of customers will be reduced to a minimum.

Your clerks should not tell a customer that you don't keep an article called for or haven't it in stock unless they are sure of it. Here is an instance known to the writer. A lady entered a certain pharmacy a week before Christmas. She asked the clerk for a Gillette Safety Razor, saying that she was going to give it to a person for a Christmas present. She took out a \$5.00 bill to pay for it, when the clerk said, "We don't carry Gillette Safety Razors." The lady seemed disappointed, turned around and walked out, and no doubt with a lukewarm feeling towards the store. As a matter of fact there were three Gillette Safety Razors and ten safety razors at a cheaper price on the top shelf of a showcase only five feet from where the clerk stood. He didn't know they were there. He didn't take the trouble to inquire, but took it on himself to tell the customer emphatically that the store didn't carry Gillette Safety Razors. The proprietor didn't learn of the affair until three days afterward.

Haven't you often gone into stores and asked for certain articles and been told that they didn't carry them? At the same time you knew that they did and by making known

your wants to another clerk had no difficulty in getting what you wanted. It is serious business for any clerk to make definite statements that the store don't carry a certain article when he doesn't know for sure whether it does or not.

WAITING ON MORE THAN ONE CUSTOMER AT A TIME.—It happens very often that you are called upon to wait on more than one customer at a time. There is a right and wrong way of doing this. The right way is—to ask the customer's permission, saying that the other customer has only three minutes to catch a car or must hurry to the depot to catch a train; as a rule the first customer will give permission, then when you return say to the customer in a sort of apologetic way: "That party was in an awful rush and didn't want to leave without purchasing." The reply usually is: "I didn't mind, I'm in no hurry." If the first customer objects, just nod or throw a glance to the second customer as much as to say, "I'll be at liberty in a few minutes." With a little practice you will be able to wait on several people at a time. You can get out several different lots of goods for the first customer and while she is looking them over you'll have a chance to wait on the customer at the cigar counter, or to make a few small sales, then hurry back. This is to be done, however, in a nice way and either when you are alone or short handed, such as at meal-times. On other occasions it is desirable to ring for or call a clerk to help you. If the customers come in on you too fast when you are alone, excuse yourself from the first one for a minute, or just long enough to invite the last ones that came in to take a seat and you will be ready for them in a few minutes. In that way you will hold all of them in the store. Keep in mind always that the life of your business depends on keeping the good will of each separate customer, who is entitled to the very best service at your command.

CHAPTER XXI.

TREATMENT OF CLERKS.

A GREAT deal of the trouble between the pharmacist and his clerks is caused by the position taken by the pharmacist when he expects too much from his clerks. That is, he expects his clerks to do the same things he had to do when he started in to learn the business. Twenty years ago the apprentice in a pharmacy had to work for about \$2.00 or \$2.50 per week and his work included scrubbing floors, cleaning cuspidors, doing chores at the proprietor's house, rubbing furniture polish on the fixtures, cleaning out the cellar, and many other disagreeable duties. To-day he gets \$4.00 to \$6.00 per week, the cleaning and scrubbing is usually done by a porter or washwoman, the cellar cleaned out by teamsters who do it gratis to get the boxes and firewood, and all through, the apprentice of to-day has an easier time than the apprentice of twenty years ago. The latter was willing to do anything that he was told to do, the apprentice of to-day was brought up differently and refuses to do the dirty work about the store. They are all alike in this regard, so the proprietor cannot discharge him and hire another to take his place, as the next one would take the same stand. Several apprentices said to the writer: "Boys of to-day cannot be expected to do the same things as boys of twenty years ago, we are brought up differently, the times have changed, we take a different view of things." This different view is what many pharmacists fail to recognize and in consequence expect too much from their clerks and are disappointed in their showing.

MARK CLERKS' WORK.—Clerks should have their work definitely marked out, and when told to do it once, and it isn't done, then it is time to look for a new clerk. When a clerk accepts a position where the work has been mapped out for him in advance and he fails to do the duties assigned him, he should be told only once, then if he refuses he cannot

say that the proprietor used him unfairly by not "giving him a show." There are two things a clerk should not do and a proprietor should not allow him to do—to make the same mistake twice—to be told twice to do a thing. He is a valuable clerk who sees what ought to be done without being told and the next best valuable clerk is he who does a thing when told but once. Every clerk is entitled to fair and courteous treatment. He should be given every reasonable opportunity to "make good" and if he fails, then he should be replaced at once. When a clerk does commendable work it should be recognized by a compliment from the proprietor. It won't hurt the clerk, it will encourage him. When it becomes necessary to reprimand him, do so in private, not before customers or other clerks. When you enter the store in the morning say "good morning" to your clerks. It isn't much to say, yet it means a lot to them. When a clerk is hired he should be made to understand that his time in the store is bought and paid for by you and belongs to you alone, that secrecy of store happenings is required and no dishonesty of any nature will be tolerated.

HONESTY AND ABILITY.—The writer places honesty ahead of ability as the first requisite of a clerk, for if he is dishonest, he can beat you if you have every safeguard in your store. Ability can be acquired but it is hard to transform a dishonest clerk into an honest one. Choose honest clerks by all means and look them up thoroughly before hiring them. It is better to do this than to find them out later, perhaps, at considerable expense to you. It is surprising how many pharmacists hire clerks without references. The writer has in mind a pharmacist who hired a clerk, kept him for six months, then let him go. While in his employ this clerk frequented pool-rooms and bar-rooms and was accused of stealing a five dollar bill. Shortly afterward the clerk was hired by another pharmacist in the same city. Ten months later this pharmacist had the clerk arrested and convicted for stealing money and goods from the store. In looking up his past record it was learned that in another State where he worked he had

earned the reputation of "tapping the till." The pharmacists mentioned here engaged this clerk without looking him up until after the damage was done. Another case was that of an apprentice who for the first year was a model clerk, then he got in with bad company and stole steadily from the store for over six months and he covered his tracks so well that it took the inspector of police two months to catch and convict him. This case proves that a pharmacist should not only have knowledge of his clerk's doings in the store, but should extend his investigations to the clerk's adventures outside the store—the kind of companions he chums with—the amount of money he spends—the places he frequents. This is not spying on a clerk, but if that clerk is spending \$15 a week on a salary of \$8 per week, the chances are that the proprietor is paying for the clerk's good times.

Another great drain on the proprietor is the habit indulged in by a great many clerks, of making themselves "good fellows" and popular at the proprietor's expense. If a friend of theirs is a cigar maker and the pharmacist handles that friend's brands of cigars, the clerk gets a crowd of his chums in the store during the proprietor's dinner hour, passes out a lot of his friend's brands to his chums, making a "good fellow" of himself and getting "in right" with the cigar maker for using up his brands of cigars so fast. Meanwhile the pharmacist is obliged to order some more of the cigars and naturally his suspicions are aroused when he wonders how a comparatively unknown brand of cigars attains such an unusual sale. He isn't long in finding out that he has been paying for the popularity of one of his clerks. This system is used by the clerks also at the soda fountain and candy counter to make themselves "solid with the girls." A clerk employed by the writer told of an acquaintance of his who worked in a big pharmacy in a large city. This clerk took goods out of the store in a dress suit case and when his friends remonstrated with him he replied: "Well, if you think I take much stuff, I wish you could see what the other clerks take." That big pharmacy was robbed for a long

time before the proprietor learned of the true condition of affairs. The clerk gave as his reason that "the proprietor was so rotten mean that he ought to be robbed."

Get rid of a clerk the minute you find out that he is dishonest. Don't let him work out a notice. Pay him two weeks in advance, but don't let him work those two weeks. You don't want any discharged clerks hanging around your store. The writer hired a certain clerk for relief work for two weeks with the understanding that if everything was satisfactory he was to be engaged permanently; before the two weeks were up the clerk left suddenly to take up a position in another pharmacy in the same city. He was there but a few months when the proprietor called on the writer and said "that clerk that worked a short while for you got away with a lot of money from me, I paid him a month in advance, but fired him on the spot. I wouldn't let him work out a day's notice, and if I wasn't acquainted with his folks I would have had him arrested." Many times the stealing has been going on so long and the amounts taken so large that legal action is necessary. Efforts should be made, however, to locate the trouble and remove the cause. As ten per cent. of all the failures in business is due to dishonesty, every means available should be used to acquaint yourself with the exact honesty of all applicants for clerkship in your store. The larger stores now use printed blanks which are filled out by former employers of the applicant, and if filled out accurately afford pretty good safeguards against dishonest clerks.

DIVISION OF LABOR.—To get the best results from the working force the work should be marked out in advance for each clerk, to avoid any misunderstanding. The labor should be so divided that each particular duty will be assigned to the clerk to whom it naturally belongs. If this is done when the clerk is first hired there is usually no trouble, as he knows just what is expected of him, no other clerk interferes with his work or unloads their own work on him. The writer during his seventeen years experience in hiring clerks has

found this to be true and more especially so when two clerks are about the same age and with equal experience.

The apprentice should be told that it is his duty to wash bottles, clean windows, open boxes, sweep floors, run errands, clean the cellar, polish the soda fountain; in fact a specified list of his duties should be given him so he cannot mistake his portion of the labor of the store. The junior clerk should be told that he is expected to make the syrups for the soda fountain, to take the goods out of the show windows, to keep the candy and cigar cases filled, to keep all the show-cases in order, to wait on customers, to make the ice cream, etc. It is easy to acquaint him with his duties. The registered clerk usually knows his duties, but you would do well to tell him just what you expect of him—to take charge of the store, to mark the goods and put them away, to trim the windows, to watch the front store, to see that all customers are waited on promptly and courteously, to wait on the majority of customers himself, to see that the work of the other clerks is faithfully done, to see that the store is at all times kept clean and inviting, to watch the want book and see that the stock is well kept up, to see that all goods sent out on credit are properly charged and all money paid in is properly credited, to keep all the tinctures, essences, elixirs, and pharmaceutical preparations made up and to keep the stock of the store in general in first class salable condition.

You as proprietor, will assign to yourself the duties of—outlining the policy of the store, writing the advertising, planning ahead for the window displays, waiting on the customers and especially those who always want to trade with the proprietor, of buying the goods, of keeping the accounts, of promptly attending to the correspondence, of planning the further development and extension of the business, of receiving traveling men, of keeping the reins of your business always in hand. Every single duty that is necessary in the proper conducting of a pharmacy can be listed and then the labor divided according to the number and kind of help needed. This is just as applicable to stores already in ex-

istence as to those just starting. The labor should be divided and in the best manner possible for the accomplishment of the most complete results that it is possible for the store to achieve. By the use of such a division of labor the working force acts like a well-regulated machine; there are no hitches, no breaks, no trouble of any kind, everything runs along "smooth as oil." The writer strongly recommends the adoption of this division of labor by every pharmacist, whether conducting a store now or intending to do so soon. It means more business, better satisfied customers, and a better peace of mind.

Apprentices as a rule dislike to receive orders from a junior clerk and it is better to invest authority for issuing orders in the registered clerk alone, or in case no registered clerk is employed, in the head clerk. With the proprietor and head clerk issuing orders, that should suffice. If two clerks cannot agree one or both should be discharged. Customers soon notice their quarrels and as a result not only is the service to the customer impaired, but the good name of the store injured. You generally judge the concerns you do business with by the character and behavior of the traveling men they employ and your own customers judge the standing of your store by the kind of clerks you employ. A store with quarrelsome, undignified clerks suggest to the customers loose, slipshod, unsystematic methods employed in the conducting of the store and their patronage is transferred to the store where harmony and good order assures the proper attention to their wants. Poor clerks drive away many good customers.

When a clerk's work isn't outlined thoroughly he refuses to do certain tasks on the ground that they don't belong to him and should be done by the other clerk; who in turn takes the view that the work is out of his line; so the squabbles continue, as neither clerk likes to tell the proprietor, as it seems like "squealing" and in the end, either the clerks themselves ask the proprietor for a ruling on the tasks they are unable to agree upon, or else the customers complain. The

worst of it is that the squabbling has been going on so long that the damage is already done before the proprietor hears of it. Whether the clerks are competent or know what they ought to do without being told, it is better to tell them as completely as you can the duties expected of them, then there can be no misunderstanding and you will have smooth sailing with your working force. Haven't you ever noticed the division of labor as used in a circus? It is well exemplified on the circus field when the tents are being erected. The work is so well divided that there is no hitch anywhere. The polemen, the canvasmen, the teamsters, all know exactly just what their duties are and the foremen stand over them to see that they do their duty. Everything must go like clock-work and it certainly does.

CLERKS AS YOUR REPRESENTATIVES.—You should impress upon the minds of your clerks that they act as your representatives in every sales transaction and you should bring home to them a clear conception of the results of their attitude toward your customers; such attitude reflects on you whether favorable or unfavorable impressions are made. You want your clerks to make favorable impressions, so emphasize their responsibility in the matter. Your reputation is in their hands. You place in their hands a trust which should be properly safeguarded. Reading papers and books, writing letters on show-cases, standing in groups, over-entertaining friends, long conversations at the telephone, are all out of place in business hours and prevent proper attention to customers.

When trade is quiet, there are plenty of things to be done in the front store, dusting, and arranging goods on the show-cases and shelves, arranging misplaced price tickets, filling display trays, replenishing the stock of twine, wrapping paper, paper bags, rubber bands, envelopes, counter slips, so that when trade picks up in a few minutes, all accessories will be handy. For instance, the telephone bell rings, clerk answers it, stays there two or three minutes, customer comes in, clerk keeps on talking, doesn't hang up the receiver, doesn't

call for another clerk, as a result the customer gets tired of waiting and walks out. The proprietor is out to dinner, he don't hear about it for perhaps a week later, when some friend who happened to be in the store when the customer walked out, told him of it.

Another example of indifference to customers is this: during the proprietor's absence at meals, a special customer calls to see him, leaves word with the clerk to have the proprietor call him up when he returns, leaves his telephone number with the clerk, then goes out. The clerk never mentions the matter to the proprietor, so he doesn't learn of it until the telephone rings and he finds one of his customers in an ugly mood on the other end of the wire. Then he has to make apologies for his clerk's forgetfulness and indifference. A good customer often wants to know just when a trolley car leaves for a certain point as his family are going there that afternoon. The clerk answers off hand, "they leave every half hour from such a square, you don't have to change." The customer takes the clerk's word and finds later that he was way off in his reckoning, his family had their whole trip broken up by getting on the wrong car, on the wrong square, and had a long wait as the cars only left once an hour and at a different time than that stated by the clerk. That customer's family probably said something like this: "That clerk at Davenport's Pharmacy is a perfect ninny, he don't know anything and never will, and he thinks he knows everything."

The writer has oftentimes jumped from his desk and rushed to the front store to correct the misdirection of a customer by a clerk. Many may say that it isn't a clerk's business to know, but it certainly isn't much trouble to look it up. It is far better to do little favors like that to keep the buying public in a friendly mood than to antagonize them. You wouldn't want your mother or sister misdirected or treated indifferently when they asked a civil question of a clerk. Another fault clerks have is to stare or laugh at a customer, or make fun of their dress or general make-up. Oftentimes the customer is aware of it, and resents it.

Another customer will feel so hurt that he will go out and never come back.

Keep your clerks posted as to special sales and newspaper ads., so that when a customer asks this question: "Have you any more of those combination pocket manicure sets you advertised in the paper?" he can answer at once and not have to run to you and say: "Have you been advertising combination pocket manicure sets?" This is bad form, it leads the customer to believe that the goods cannot be much good, or that there has been no sale on them, when the clerks didn't even know that the store had a sale on them or advertised them. Make your clerks read your ads., and if they have much descriptive matter and prices, cut them out and leave them handy for the clerks to refer to. Almost every day some customer asks for an article that you advertised, so every clerk should be posted on the advertised articles.

CHAPTER XXII.

TREATMENT OF CUSTOMERS.

NEARLY everything that is done in a pharmacy pertains directly or indirectly to the customers. All the work is planned and carried out with the object of getting and holding customers. It is generally admitted that the best advertisement is "a satisfied customer." He is an indorsement of the pharmacy. The more satisfied customers a pharmacy can get and hold the better that pharmacy is known and indorsed as "a good place to trade." To satisfy the many different types of people that make up the customers of the average pharmacy is a tremendous task. To accomplish it a definite policy for the right treatment of customers should be drawn up and enforced by the manager or proprietor. Strict rules should be enacted and adhered to. Every employee of the store should be obliged to memorize such rules so they may act advisedly and quickly whenever an important question arises regarding the customers' rights.

STORE RULES.—What stand will you take regarding such important questions as—refunding money on goods that prove unsatisfactory—exchanging goods—substituting goods—delivering goods—cutting prices—free use of the telephone—changing bills and coins for accommodation—meeting your competitors' prices—pushing your own goods—politeness and courtesy towards customers—prompt attention to their wants—guaranteeing goods—cashing checks for accommodation—special discounts to institutions, big buyers and out-of-town customers? All these questions come under the subject of treatment of customers, which is the most important provision of store policy. Before adopting your policy or drawing up your set of rules you must study carefully the needs and custom of your locality. You must know the peculiarities of the town and of the people near your store. As soon as your policy is adopted then every clerk should be notified as to just what the rights of the customers are and the positive stand taken by the store, as to how far his authority extends for making offers to customers.

MONEY BACK.—So many stores nowadays have adopted the "money back" plan that the customer naturally expects it and feels entitled to it. Yet other stores refuse to do it, even preferring to lose the customer rather than be imposed upon by having to refund the money. Still others, while refusing to give the customer his money back, will allow him to exchange the unsatisfactory goods for other goods in stock. The "money back" plan always appealed to the writer. While some people will take advantage of such a policy to impose on you, it is better to "be taken in" than allow those customers to "go out mad" and spread adverse reports about you and your store to all their friends. Give them their "money back," send them out feeling good even if you are temporarily out of pocket, the reputation you have made for fair and honest dealing will more than reimburse you for your slight losses. When you stop to think of it, there are but very few people who ask for their money back unless entitled to it.

If you refuse to give the money back then trouble for you

commences. The refused customer may take up the goods and walk out without saying a word to you, but it won't be long before the whole neighborhood knows that your store refuses to give "money back." Your attitude in the matter is told to your competitors and you then begin to wake up to your short-sightedness. You have lost several good customers and have attained considerable unpleasant notoriety. Then when you try to right matters it is too late. The damage is beyond repair. The majority of customers are willing to take "goods back" instead of "money back."

EXCHANGING GOODS.—No store should ever refuse to exchange goods. Give them their choice of any goods in your store equivalent in price to that paid for the goods returned. The kind of goods the pharmacist is most often asked to exchange is rubber goods. Hot water bottles are brought back because they leaked. When you find pin-holes in the hot-water bottle where a flannel cloth was pinned around it, you just hate to take it back, and it don't do any good to scold the customer. He probably won't admit that any pins were used. He will feel "tickled" when he goes out with a new hot water bottle in exchange. You will probably have to stand the loss, as most manufacturers nowadays won't guarantee their goods against pin-holes. Many stores refuse absolutely to exchange or guarantee rubber goods. So many stores have adopted this stand that if you buy your rubber goods fresh and turn them quickly, guarantee them as to quality of rubber and workmanship, exchanging imperfect goods, you ought to get the rubber goods' trade of the town. If you instruct your clerks just how far to guarantee the rubber goods and the customer then damages the goods in ways outside the guaranty he probably won't ask for an exchange, but will throw the goods away and buy new goods outright. No matter what goods you sell a customer, have all the conditions, guarantees, etc., explained and understood at the time of the sale. If the nature of certain goods is such as will not allow a guarantee tell the customer so.

SUBSTITUTION.—Substitution is another hard problem to

solve. What stand will you take on that topic? The pharmacists are being heralded everywhere as substituters and a common phrase seems to run through all the copy of the big general advertisers: "Don't accept a substitute," "Don't take something just as good." From the manufacturer's standpoint substitution is deplorable. He spends his good money to create a demand for his goods; in response to that demand the customer calls at your store and asks for the article. Up to this point all the selling expense of that article has been borne by the manufacturer, you substitute for the article called for something "just as good" because you make more money on it. That don't look right through the manufacturer's eyes. On the other hand the pharmacist defends his position by saying that he is in business for the "money that's in it," and he sees no harm in inducing a customer to take something else besides the advertised article called for. His profit on the advertised article is small, on his own quite large. This custom of making a customer take something he didn't ask for is a ticklish piece of business, and will work more harm than good if not done just right. It takes a great deal of tact to accomplish it without antagonizing the customer.

It is galling to a pharmacist to have a call for something he hasn't got in stock just then, and stand there and watch the customer walk out. You should try to sell him something similar, but for goodness sake do it in the right way. The writer has seen customers turn around and almost run out at the mere mention of something different from what they called for. Others usually leave a loop-hole for you to get them interested in something different and quite a few say: "Well, have you got anything else you can recommend?" When the goods called for are in stock it is better to sell them rather than a substitute. The advertising now is so strong and complete that the customer knows how the article looks—its trade-mark—its color—the style of package—the signature of the manufacturers, and he goes to your store fully convinced that he wants just that article and no other.

Of course this is not the policy of cut-rate stores, they usually take the bottle down off the shelf, wrap it up, then, by the way, call the customer's attention to their own preparation which is so much better. The customer is prepared for substitution in a cut rate store and will stand for it there when he won't in a regular price store. The regular pharmacy carries a pretty good line of advertised goods and as these goods are half sold when put in stock on account of the big advertising campaigns conducted in their behalf, the wise pharmacist will co-operate with the manufacturer and sell his goods when they are called for, thus helping also to increase the results from the advertising campaign and to keep on friendly terms with the customer.

DELIVERY OF GOODS.—Regarding delivery of goods, it is customary nowadays for not only the big stores, but the small ones as well, to deliver goods free of charge. The progressive pharmacist calls for and delivers prescriptions free of charge. Many times you will be requested to send a twenty-five cent bottle of castor oil to a family a mile from your store. Figuring the cost of the bottle, cork, label, and oil, and the clerk's time in delivering it, or in case the clerk has gone home and you have to pay ten cents to a messenger boy, you haven't made a cent on the transaction. You are out of pocket. Deliver the orders just the same, for the next order from that family might include a clinical thermometer, a yard of rubber sheeting, a pound package of cotton, a bottle of Milk of Magnesia; on an order like this you would make a nice profit. The writer has sent out several times small orders of only fifteen cents. Money was lost on these orders, as they were received over the 'phone after the clerks had gone home and a messenger boy had to be summoned, his fee alone being ten, fifteen and twenty cents. However, this loss was made up on future orders from the same customers. One order was exactly like the combination order mentioned above. It is a safe rule then to deliver goods to everybody and do it agreeably, not begrudgingly. It is better to make a fast rule not to do it at all than to do it in a disagreeable, grumbling way.

Your customer don't want you to grant him this favor if you cannot do it cheerfully and without dissent.

PRICE CUTTING.—Another heavy question that affects your customers is your attitude towards the price cutting evil. "Are you going to maintain prices at a certain level or are you going to watch your competitors and meet their prices or go below them? When a customer tells you that he can get a certain article for seventy-five cents that you charge ninety cents for, are you going to throw that article down on the counter and say: "Well, that's my price, take it or leave it," or "I would rather let that article stay on my shelves rather than sell it for that price," or "I couldn't pay my rent if I sold this article at such a price"? Any one of these remarks will drive a customer out never to return.

Meet your competitors' prices, but don't start a trade war by cutting below him. When a new store starts up near yours, that pharmacist wants to push his store to the front and to do that he sells several articles lower than the prevailing prices in town. Now, "Are you going to stick to your regular prices and see your customers transfer their patronage from your store to his?" "Are you going to ignore his lower prices until he has gained a good grip on several of your best customers?" You are not a good merchant if you do. Meet his prices when he first announces them, then your customers will prefer to continue trading with you. Give your customers the impression that "you do not intend to be undersold by anybody." Don't establish a reputation for your store as the "high price store of the town."

To illustrate how this works out, here is a case that actually occurred in the writer's home town. A grocery store in a prominent location on the principal business street put in a large stock of patent medicines which they advertised at cut prices. Circulars were sent out with every order of groceries. It wasn't long before the pharmacists of the city had to call a meeting to see how they could protect their interests, as their customers told them right to their face that they wouldn't pay them ninety cents for a patent medi-

cine when they could get it for sixty-nine cents at this grocery store. Instead of meeting these prices the group of pharmacists voted to ignore them on the ground that it would be better to lose a few sales than to sell goods at or below cost.

They played right into that grocery firm's hands and allowed them to get a firm hold and do a slashing business. Another meeting of the pharmacists was called and this time they cut everything to the same figure as the grocery store; printed price cards to be distributed to every pharmacist, and advertised the cut-prices in the papers. It wasn't long before the grocery firm left the city, then the pharmacists put the prices back where they were originally and they have remained there since, with the exception of meeting the department stores' prices on soaps, tooth powders, etc.

Now if this grocery store had been a pharmacy see what a start they would have got; and would have secured a hold on the other stores' customers not only for the cut price medicines, but for other articles in the store. The chance customers attracted by the cut price on patent medicines would have been converted into permanent customers patronizing every department of the store. Don't lose a customer on account of price. You ought to be able to meet your competitors' prices. If you want to do it quietly, print a list of your cut prices and mail it to your customers, this will notify them that you are protecting their interests by selling them goods as low as anyone in town.

Don't tie yourself down to any agreement with your brother pharmacists that prohibits your selling certain articles a little under price, when you are in a position to purchase them to better advantage than they and you desire to give your customers the benefit of your advantage by offering them the goods a few cents cheaper than the regular selling price. That is legitimate merchandising, not price-cutting. You ought to have some leeway in offering special inducements to your customers, for it is inducements that make people trade at any particular store. If the prices are even through-

out the city and your location isn't one of the best, you lose and your brother pharmacists in the best locations win.

DISCOUNTS AND REBATES.—It is a common practice to give discounts or rebates to religious institutions, chiropodists, dentists, and a few special big buyers, but these special concessions should be such as will guarantee you a fair profit, and it is better to "keep it quiet" just what concessions you do allow them. Many stores rebate the car fares of customers that come from out of town to trade with them. This is allowable, but if you do it too openly you antagonize your regular customers in town and they may demand an equivalent of car fare. If you are in with other merchants on the car fare rebate scheme it will be easy to explain that it is an agreement among the merchants for out-of-town customers only.

Prices are not the only inducements that draw customers to a store. Politeness, courtesy, quick service, in fact the general treatment accorded a customer is a big factor in drawing a customer to a store.

When a customer enters a store and is greeted with a polite "good morning," is waited on as quickly as a clerk can approach him, is shown articles cheerfully, is made to feel that his patronage, however small, is much appreciated, that the store is fortunate to have him for a customer, and that his rights are as carefully looked after as any other customer of the store, that everything told him about an article is the exact truth, that customer will tell every person he meets that your store is the best store in town. He will say enthusiastically: "I love to trade there, they are always nice to me, they call me by name. I go there altogether because I get such nice treatment and always feel at home and welcome there. For nice treatment of customers 'they have it all over' any other store in town."

That is what you want people to say of your store. Let some other store have the reputation of being the store where nobody is spoken to unless they speak first, where they

are allowed to hang around for five minutes before anyone attempts to wait on them, where they are never received cordially, where the store is indifferent whether they trade there or not and everybody says of it: "I just hate to go in the place, they have the meanest set of clerks in there I ever saw, every time I go there I make up my mind it will be the last, they don't seem to care whether the customers are waited on or not."

It is human nature for a person to like attention, everybody likes to be thought of as somebody, to be made feel that they are of some importance; so speak politely to everybody, even the transient customer who comes in for a box of cigarettes or a nail file; start a conversation with him, he will remember your store the next time he comes to town. Go out of your way to please cranky customers, they are usually good buyers but require careful handling. Don't get into a heated argument with any customer and don't antagonize them. Listen to their troubles, sympathize with them, and agree with them when you can. Don't give them the impression that their ideas are all wrong and yours are all right; simply tell them that they are right as far as they go, then show them in a nice way how your knowledge will supplement theirs. Don't tell them outright that their judgment is bad, nearly all of them think their judgment is good. Respect their opinion even though it may look ridiculous to you. Use people right, get down to their level when you talk to them. One customer's money is as good as another's. Give each one a square deal. Be just as polite with them when taking orders over the 'phone as when you are talking face to face in the store.

Accommodate them as far as possible when they want a bill changed, and if you know them real well, when they want a check cashed. Many pharmacists refuse to cash checks, and it is a stand to be commended, but every rule has exceptions, and when you are sure a customer is all right, cash a check for him. Let him use your telephone, if he is the right kind of a person he won't abuse the privilege. Some stores abso-

lutely refuse this privilege, and it is all right to do it, in fact it is better to come out strong and say so than to have a long face when you tell a customer he can use it. Whatever you decide to do, do it willingly, and what you decide not to do, be firm enough not to do it.

Another point that you must not overlook is waiting on customers in the proper order in which they come in your store. For want of observance of this rule the writer has known of several customers who transferred their patronage from one store to another. Customers should be watched as they come in and waited on in their proper turn.

To sum up, system must be observed. Your time and that of your clerks, as well as all work in the store must be systematized. Work should be planned ahead. The stock must be kept up and everything in the store must always be in order. The best method of accounting adaptable to your own business should be installed. It should not be too elaborate or complicated. Do not overlook the importance of business correspondence and punctuation. Use your advantage of personal contact with the customer, have him impressed with your store service and store spirit so that he will enjoy his visits. Bear in mind that your clerks should be accurately drilled in waiting on customers, for they always act as your representatives, and should be thoroughly posted regarding their rights and duties and the rights of your customers. See that they understand the store rules pertaining to the exchange and delivery of goods, discounts and rebates, prompt attention to customers in their proper turn, and that they are by no means to allow a customer to leave the store dissatisfied. Service to the customer is the basic principle upon which the big department stores have built up their big patronage.

DIVISION VI

BUYING GOODS

CHAPTER XXIII.

COMMERCIAL LAW PERTAINING TO BUYING.

DEALINGS WITH SALESMEN.—There are legal points to be observed in your every-day transactions with “drummers” and the better you understand these legal points the less liable you are to be drawn into criminal or civil suits. Many “drummers” make statements without authority or exceed their authority and some will promise almost anything to land your order. Don’t ever buy a salesman’s samples, because he has no right to sell them to you without his firm’s permission. The samples were furnished him to exhibit and help him to solicit orders, they are not given him to sell. When you make certain agreements with a traveling salesman, his firm must adopt those agreements as a whole. The firm cannot reject what they don’t like and accept the balance. Generally speaking, if a salesman acting within the scope of his authority, actual or apparent, commits a fraud he lays both himself and his firm liable to action for fraud. If he acts outside his authority he, himself, is liable, but not his firm. You are entitled to avoid the sale in either case, unless you have accepted its benefits, thereby affirming it, or have otherwise acted upon it after the fraud is discovered.

If you sign articles of agreement with a salesman acting in his real or apparent authority, of course you are bound as well as the salesman’s firm. The firm, then, is the only one that can sue or be sued upon the agreement. If you make any fraudulent statements to the salesman in an agreement of this sort, damaging to the firm, the latter can recover any loss or damage caused thereby from you. Don’t ever enter into any secret deals with a salesman to defraud his firm, for if you do, and no third party’s rights have inter-

vened, the firm can rescind the sale or may recover from you such damages resulting from the fraudulent act, as the court may allow.

When you sign an order given to a traveling salesman, the order is not confirmed until accepted by the firm. The salesman has not the authority for confirming sales. Neither has he a right to receive payment for an order, unless it is the custom of the territory wherein he travels, or unless he has some special authority from his firm. Some firms announce their stand on this question by printing on their statements, "Remit direct, pay no money to salesmen without written authority." In some parts of the country it is a common practice for the salesman to collect for his firm. In territories like this, if you pay the amount of your bill to the salesman and he fails to turn it in to his firm, the firm cannot recover the amount from you.

Many times a salesman will tell you: "If you sign this order I will not sell a similar order of goods to anyone else in town. I will give you the exclusive on it, if I don't, the amount of the purchase will be forfeited." Then he breaks his contract with you by selling another party in town the same order, thinking perhaps that you will never learn of it. As the salesman has acted within his apparent authority in making the contract with you, his firm cannot enforce payment from you for the amount of your contract.

A traveling salesman binds his firm, when he acts within his apparent authority, even though he exceeds his private instructions, unless you had previous knowledge of these private instructions. Supposing the salesman violates his printed instructions and gives you the exclusive rights to the sale of a certain line of goods in your town, if you had no notice of the printed instructions, limiting his authority, the contract he made with you would be binding on his firm on the ground that the salesman acted within the scope of his apparent authority.

By apparent authority is meant such authority as you might reasonably expect to be within the salesman's authority.

When a salesman acts within the scope of his real or apparent authority, then his act is generally considered to be the act of his firm. Therefore, when you enter into an agreement with a salesman within the scope of his authority, his firm is bound whether it results to their benefit or their disadvantage.

GOODS ON APPROVAL AND ON SALE.—Many times you will be asked to allow a bill of goods to be sent on approval or on trial, the drummer probably reasoning that after he gets the goods in your store you will accept them rather than bother to send them back. In cases of this kind, if the goods do not meet with your approval, you must notify the firm within a reasonable time or the time agreed upon, if any specified time was mentioned. Failure to do this implies that you do approve of them, and if you use the goods beyond a reasonable time, the law recognizes the sale as absolute. Another favorite scheme of traveling salesmen is to send you a bill of goods “on sale,” you to pay for what you sell and return the balance of the order.

When you allow goods to be sent “on sale” make the salesman give you a copy of the order with his name signed to it, and bearing the words “on sale.” Then his firm will know that the goods were not purchased outright. Goods “on sale” should be returned within a reasonable time, or whatever time you and the salesman agreed upon. If you don’t do this, you forfeit your right to return the goods, and the sale becomes an absolute one. When goods are sent you “on sale” you must either return them or notify the firm that you will not accept them. If you keep them after having received a proposition from the firm to return them, and fail to reply to the proposition, you accept it.

PRIVILEGE OF EXAMINATION.—When you buy a bill of goods from a firm that firm must give you a chance to inspect the goods on delivery if you should so desire. When you accept goods you give the firm evidence that the goods complied with the contract, and you are bound to pay for them. The fact that you receipted for the goods doesn’t mean that you accepted them. You are allowed a reasonable time

after receipting for the goods to examine them and reject them if not up to the specifications of your order. If they are rejected you must notify the firm of your decision within a reasonable time. If you refuse a bill of goods on the ground that they are inferior to sample, or for any other cause, you must be sure of your ground and not trust entirely to your own judgment. This is especially so on articles that fluctuate in price, for when you refuse to accept them you always run the risk, if you have made a mistake, of compelling the firm to sell them to some one else at a falling market price, and you will have to pay the loss and expenses.

CAVEAT EMPTOR.—When you have goods placed before you which, after examining closely, you order from a firm, you cannot hold that firm responsible for manifest defects discovered afterwards, unless those defects were concealed by deceit, or an express warranty was made regarding the defects complained of. This comes under what is known as “Caveat Emptor,” which is a Latin phrase meaning “let the buyer beware.”

CHAPTER XXIV.

THE IDEAL BUYER.

THE chapter on buying goods was delayed because a knowledge of the principles explained in the preceding chapters is necessary for right buying. The location of the store—the outline of policy—the status of the customers expected—the amount of available capital—the percentage of expense and profit—the quality of goods, are all important factors that influence buying. Poor buying is the rock that has wrecked many a business craft and as soon as there is a failure anywhere the first questions that arise in everybody's mind is, “Did he over-buy?” “Was he overstocked?” “Everybody says he was a poor buyer.” “He was a reckless buyer,” etc. The average pharmacist doesn't seem to use the same amount of good judgment in buying goods as he does in the professional problems in his business. In the first

place, he hasn't had the training for it and besides, he has applied all his energy to learning the subject of professional pharmacy, relegating to the background the equally valuable subjects of Commercial Pharmacy, of which buying goods is one of the most important.

REQUISITES OF A BUYER.—As you will probably do most of the buying for your store you should have an accurate knowledge of the requisites of a good buyer. The ideal buyer should be copied as closely as possible. The picture of an ideal buyer is this: His first requisite is a knowledge of values. This has been termed the business man's sixth sense. He must know the value of the merchandise he buys. Whether it is over-priced. Whether it will be a steady seller or have a short run. Whether the retail price to be put on it will be too high for a big sale. He must know whether or not the goods are really worth the price asked.

The next requisite of the ideal buyer is, that he must be a good salesman. He must know the values of the goods in his line and know just which goods will prove the best sellers. He must study his customers' wants and buy goods that will supply these wants. He must be sure of the possibilities of his location and his trade.

The next requisite is that of familiarity with the markets. He must buy where he can get the best goods at the lowest prices, and as economically as possible. By buying at his nearest market he can make more frequent trips and keep more closely in touch with actual conditions. He must be well informed on all his markets. The trade papers, jobbers' circulars and catalogues, are good sources of information. The traveling salesman is usually well posted on the newest and best selling goods.

The ideal buyer respects confidences. When a firm quotes him a special confidential price on a certain line of goods, he doesn't betray that confidence by using that quotation to hold over the head of a competing house to beat down their price. If he does that the different firms will never quote him special prices again. They don't want their special figures used as a

foil with competitors. When a buyer has proven that he is honest and can retain confidences, then the firms will give him their best assortments and best prices, knowing that he will not repeat to anyone the special concessions received at their hands.

Another point the ideal buyer considers is that in order to get special concessions he must concentrate his purchases among few sellers rather than scatter his orders among many. His idea is that he should buy enough from a concern to earn his right to special concessions and to the best terms and treatment that the concern can give to anyone. He can expect this if he buys \$8000 worth of goods from one house, rather than \$1000 worth from eight different houses.

He must be independent. He must not obligate himself to any concern by accepting gifts from them, dining and wining with them. He must make it plain that he can be solicited in only one way; the best goods at the lowest prices.

He must never go to market with no definite plan as to how much or what he means to buy. He should have a memorandum of what goods to buy and a limit to the amount he intends to invest. This memorandum is made up from his records of what has sold well with him before, also the demands received from the customers for new goods, and the new articles mentioned in trade papers, circulars and catalogues. By his inventory and his sales' records he knows just what sold last year at a certain time and how much investment was necessary. This gives him a basis for his estimate for the total investment for a corresponding period this year. This method saves him from over or under buying. He buys lightly and frequently. This policy gives him a fresher assortment, requires less capital, and permits him to profit by the mistakes of his competitors who have overloaded and are willing to sacrifice their profit by selling at any price to get rid of the over-stock.

The ideal buyer doesn't buy the same articles that his competitors buy. The fact that they have bought certain articles acts as an incentive to him to buy something entirely

different. He wants to give his store an individuality. He cannot do this if he buys the same articles as his competitor. Whenever possible, he will avoid buying his competitors' articles. He will strive for exclusive brands. He will endeavor to work out his own trade problems. To conduct his buying in his own way. Of course he will not ignore any points that he can learn by studying the methods employed by some successful buyer. Any good buying points he can get to strengthen himself is legitimate and commendable, but he must be sure that they are adaptable to his certain line of trade.

The picture of the ideal buyer as presented above should be your guide. Try to reach as near this goal as you can. Your position as buyer for your store is not unlike that of the department buyer in a large department store. Here every buyer reigns supreme in his own department. The management appropriate a certain working capital for the use of his department. The amount of revenue that capital is expected to earn is told him. It is then up to him to see that the required profit, or more, is forthcoming. He is told to go ahead and run the department just as though it were his own business. He is held responsible for its success or non-success. He must not only select and buy the goods, but must price them at a figure attractive to the customer and profitable to the management.

He must keep in touch with the advertising manager and supply him with data concerning the special leaders of his department. He must see that he gets his share of the management's advertising space and window display space. He must apply to the superintendent for sufficient salespeople. He must train them to know the goods and how to sell them. Also how to run the department while he is away buying goods. He must receive calls from traveling men, inspect samples, etc. Buyers in department stores are picked men. You can readily see that their duties are similar to your own, only you furnish your own capital and theirs is furnished by their management.

The buyer's department is charged with its proportionate share of the rent, advertising and general expenses, so he really is conducting his department just as though it was his own separate business. If you know a successful department store buyer get in touch with him. Copy him as closely as you can.

He is liable to make mistakes. He does make them. While writing this article on buying the writer saw advertised in the columns of a Boston paper a sale in a big department store, entitled "Buyers' Mistakes Sale." An explanation of this sale accompanied the ad. It stated that buyers made mistakes because they had to buy so many novelties in merchandise to supply the demands of the many different customers of the store. That the very fact that they made mistakes proved their willingness to satisfy their patrons' wants. That any firm that didn't take chances now and then in their buying were never progressive. That they were willing to sacrifice their profit on these goods listed in their "Buyers' Mistakes Sale," etc.

You will make mistakes in your buying. Don't be discouraged if you do. You will have to take a chance now and then to be progressive. Nothing is absolutely certain in this world. What sells big in other towns may not sell in yours. What sells big in your competitors' stores may fall flat in yours. You have no way of telling without trying them.

CHAPTER XXV.

HOW TO AVOID MISTAKES IN BUYING.

AVOID QUANTITY DISCOUNTS AND LONG DATING.—The most common mistake made is that of gobbling up the bait of ten per cent. discount in large quantities, or a year's time to pay for a large invoice of goods, or free advertising in the local papers offered with a big purchase. These three baits look good, as they are so nicely dressed up for presentation by the optimistic drummer, who has no trouble in getting your

signature in his order book. You should stop to think or reckon up, how much of that kind of goods you are selling right along, and estimate from that figure just how long it will take you to move the big order you have just signed. If you did, your reason would show you that at the ordinary rate of sale, it would take two or three years to dispose of a big order of a certain kind of goods. The salesman will tell you that with the advertising, samples, counter slips, wrappers, booklets, window display furnished, half the order will be sold out at once and you will have the use of the money for quite a while before your bill comes due.

That argument sounds alright and on the face of it, success seems certain, but nine times out of ten the goods won't sell. Your bill for the whole amount will be due before you have sold one-fourth of the order. With slow selling goods on your shelves already paid for, "Of what use is your extra ten per cent. discount, or your extra dozen of free goods?" The money you have invested in that big order could have been used to buy specialties for sales; or staple goods that turn over quickly, which would enable you to turn over that much capital several times a year; making a profit on each turn over and having no dead stock on your shelves at the end of the year. Another example is the large bill of goods which you buy and give accepted drafts payable every two months for one year. The window display, advertising, samples, etc., may get you by on the first draft, but the second, third, and following drafts will have to be paid out of your reserve capital, because the goods didn't turn over quickly. At the end of the year, when all the drafts are paid, you have on hand many dollars' worth of unsalable or slow-selling goods.

ADVERTISING GOODS OVER YOUR NAME.—Still another example is when a firm offers to include your name with a list of other local pharmacists in their big advertising campaign to be conducted in your town; to get this concession you must buy a gross or half gross of the goods. In this case the advertising creates a good demand for the goods, but this demand is divided up among so many that your share is not

enough to move a large portion of your order. When the advertising contract expires, the goods move but little and you find out that you haven't made any profit on the deal, and the chances are that you haven't got your money back. You are lucky to break even. Then all the space on your counters, in your show-cases, show-windows, and the energy and time of your sales force hasn't earned you anything. It would have paid you better to have bought your own newspaper space, used it for advertising goods that turned over quickly, even at a small profit, then the space occupied by such goods and your clerks' time in selling them, would have possessed earning power.

BEWARE OF THE SOLE AGENCY BAIT.—One of the biggest baits dangled before the eyes of the pharmacist is the sole agency scheme. This scheme guarantees you the sole agency of the article for your town, special advertising in the local papers over your own name exclusively, house-to-house distribution, store demonstration, special window displays, advertising novelties, counter wrappers, circulars, store signs, sending personal letters to every person on your mailing list, etc. To get concessions of this kind you are asked to buy a big order and the salesman tells you that the advertising will create such a demand that all the other pharmacists in town will have to stock the goods, and they will have to buy them of you, so you will dispose of a large portion of the order at wholesale. With a steady wholesale trade and a stampede of retail buyers, you will unload the initial order in a few weeks, and the salesman is willing to bet that you will duplicate your order in two months' time.

Your goods come, you display them, instruct your clerks to push them, the advertising is running in the paper, the samples have been distributed, and all you have to do now, you say to yourself, is to take in the money. The first two weeks the customers flock in, because the advertising copy has been strong and convincing, the distribution of samples and circulars thorough, and your store and window displays attractive. You feel encouraged and already have figured

out in your mind the proportions of your duplicate order, and perhaps have decided to send it in right away.

But, "Where is that big wholesale trade you were looking for?" You counted on that to move at least half of your order, so when your bill came due in sixty days you would have somebody else's money to pay it. Make your mind up at once not to count on that wholesale trade, for it won't come. The advertising over your name in the papers has antagonized all the other local dealers; they are sore on the manufacturer, and if they have any demand for the goods they won't supply it. They will plead ignorance of the remedy, or be so unfriendly toward it that the customer will lose his enthusiasm for it, created by the advertising. A few dealers may buy a bottle or two to accommodate some friend who don't want to buy anything at your store, but you won't have any sizable orders from your local competitors.

You will have to dispose of the three gross or five gross order at retail. This will necessitate repeat orders from all who buy. The remedy may not do all that is promised of it; the firm may become entangled in financial troubles and unable to complete their advertising contracts; the remedy may not "take," the people in your vicinity may not be afflicted with the diseases it is guaranteed to cure. When your wholesale trade doesn't materialize and your customers don't come back for the second bottle, you have a lot of the goods left and they won't move much then, and should the advertising contract run it's full time of one year, upon its expiration the sale stops entirely. If there is anything in a pharmacy that is absolutely dead it is a patent medicine that "don't go"—that hasn't made a hit—that didn't take. You can't even give it away. It don't earn any money for the space it occupies, the capital invested in it is dead capital. Put it down in the cellar, exchange it with some dealer in some other part of the country, get rid of it some way and resolve not to get caught again.

ADVANTAGES OF THE SOLE AGENCY SCHEME.—On the other

hand the sole agency scheme if offered by a reliable firm on a rapid-selling article or an article of common use is sure to be a winner, and bait of this sort should be swallowed. Whenever you are approached to take on a sole agency scheme ask yourself these questions: "Is the amount of the order too large for me?" "Can I turn it before the bill comes due?" "Can I dispose of it in its selling season?" "Is the manufacturer reliable?" "Is the article a quality article?" "Can I truthfully recommend it and will the manufacturer stand back of me?" "If I sell two dozen the first week and one dozen the following week how long a time will it take to turn the whole order?" "Could the amount of money required for this bill be invested in some specialty or staple that would yield a quicker turn over?" "Would this particular article appeal to my class of trade?" "Is the price right?" "Is the percentage of profit ample?"

If you examine yourself in this matter you ought to be able to reach the right decision. If you accept it, try to make the amount of the first order as small as the firm will allow. If the salesman says three gross try and get the sole agency by the purchase of a single gross. You can often get such a concession if your credit is good, your location just right, and your reputation as a hustler known to the salesman. Then if the goods don't prove a quick seller, you are not so badly handicapped. If the sale is big, you can easily duplicate your order. Another thing, don't sign the order until all the offers, special privileges, and conditions of the sole agency scheme appear on the order blank. If the salesman promises any additional favors, have them in writing before attaching your signature. If a printed agency contract blank is used, read every line of it and see that there are no catch phrases, and that the meaning of every condition is clearly stated. For the want of this precaution many pharmacists—the writer included—have brought on themselves a lot of trouble and a loss of money.

By all means get the sole agency of a good brand of chocolates—a good selling blood remedy—dyspepsia remedy—

a brand or line of cigars—a special perfumery odor—but be sure that they are suitable to your class of customers. This sole agency scheme on the right kind of articles gives you a big advantage over your competitors. You can advertise these articles extensively with the assurance that you will receive the sole benefit from the advertising. It will bring new customers into your store and with a good sales force you can make these chance customers permanent customers. You will have some object then in pushing the sale of these articles much harder than if they were articles carried by all the other dealers in your town.

Take care not to buy too many perishable goods. Rubber goods spoil in a short time, cracking or rotting, so as to become unsalable. Buy only what you can turn in a few months. Rubber goods are better if bought in small quantities and often. Six two-dozen lots of hot water bottles are better than one gross lot, unless it is for a special sale at a low figure which will then guarantee a quick turn over.

DON'T BE AFRAID TO SAY "No."—If there is any word of more value to you in buying than the short word "No," the writer has yet to discover it. It is a good word to use, and use decisively and often, when asked to buy certain lines of goods. To the lack of the proper use of that little word many pharmacists owe their dead stock and dead capital; and in many cases their failure. If you agree with nearly every salesman that comes along and consent to about everything he tells you, you will never succeed. You must be firm enough to say "No" a good many times. If you say it decisively and with proper determination, the traveling salesman won't push his case, but if you say "No" in such a manner as to indicate yes or with any hesitation or indecision, the "drummer" is usually a good enough salesman to press his advantage and win you over to agree with him and give your consent to have the goods shipped to you.

You don't want to be known as "an easy mark" by all the traveling fraternity; to have your name peddled all along the road as a man that doesn't know enough to say "No." That

is the reputation several pharmacists have and the "drummers" never hesitate to spread it.

Some big financiers and brokers place such value on the word "No" that when they are in search of a manager or partner the only requisite demanded is that the applicant can say "No" at the proper time and place. The experienced applicant is side-tracked in favor of the inexperienced, provided the latter has learned how and when to say "No."

The big "fake" mining schemes are made possible by the large number of people who do not know how or when to say "No." They agree with and consent to everything contained in the mining scheme prospectus.

When a "drummer" puts up a proposition to you, get your think-tank going and reason it out for yourself. When you have reached a decision not to accept it say "No" and stick to it. Don't be afraid of hurting his feelings by turning him down. He will think better of you than if you told him to ship the goods, when he knew you couldn't use them.

BUYING CLUBS.—Competition, which formerly was considered the life of trade, has been supplanted by combination. In all lines of manufacturing, wholesaling and retailing, combinations now exist in the form of syndicates, associations, co-operative societies, and buying clubs. Where formerly men fought each other tooth and nail, they now combine and work together for their mutual protection. The competition of mail order houses, cut-price drug stores, five and ten cent stores, "chain of drug stores," have forced the small and independent pharmacists to seek some protection in order to hold their trade and successfully meet their cut-price competitors.

Buying clubs afford the means to this end. They have sprung up like mushrooms over night. Pharmacists in large and small cities alike have resorted to the buying club as a panacea for their business ills. Pharmacists that would hardly speak to each other a few years ago, now touch shoulders at association and club meetings.

Buying clubs are formed by grouping together as many pharmacists as can be induced to join in a village, town or

city. The larger the membership the greater purchasing power it will possess. Each member is required to subscribe about \$100 to provide for a buying capital. The larger buying clubs are stock companies, duly incorporated, and their shares sell for \$10 each, limited to ten shares per person. This plan provides for a wide distribution of stock and an extension of the buying privileges to a large number of pharmacists.

One or more members are selected to look after the buying and distributing of the goods. The entire expense of the buying club ranges from three to six per cent. They have no trouble getting all the goods they want and they assure quick and frequent deliveries.

The advantages of the buying club are many. It affords the small pharmacist the opportunity of buying his goods direct from the manufacturers at the same price that the wholesaler pays. He owns his goods at the same figure as the "chain stores." He gets the advantage of the lowest prices in the smallest quantities. He can buy in small quantities and often, thereby securing a good variety with small investment. He buys only what he needs. He gets better acquainted with his fellow pharmacists, which tends to create a better feeling among them and prevents price-cutting.

As buying clubs eliminate the wholesalers, they have incurred their enmity. The wholesalers claim that their retail friends are trying to invade the fields of both the wholesaler and the manufacturer and look upon such a course as inconsistent. As buying clubs and other combinations of retailers make their own preparations or have them made for them, which they push in place of the manufacturers' articles, it is not clear to the wholesalers why the manufacturers should sell these co-operative associations upon jobber's terms. Their claim is that by so doing the manufacturer works against his own interest as well as acts unjustly towards the jobbers, who are the natural distributors of the manufacturer's articles and who help to decrease his distributing expense.

It is but just to the retailer to state that he doesn't join a buying club simply "to get back" at the jobber or to try

to put him out of business, or on account of unfriendliness towards him. He joins it for self-preservation; to prevent his own destruction; to adjust himself to the changed conditions of his environment. He is forced to take this stand against the jobber whether he cares to or not. He can not stop to think too much about the jobber, even though he may be his best friend. He must look out for himself. Self-preservation is one of our first natural laws, and a good law to observe in business.

The N. A. R. D. strongly endorsed co-operative buying and manufacturing among retail pharmacists to the greatest possible extent. Co-operative buying is here to stay. The buying clubs of the future will assume big proportions. The writer knows of a buying club in a city of 100,000 people, which does a big business on its own preparations. It markets its own goods under its own trade-mark. Co-operative buying seems to afford the best means of self-preservation to the small independent pharmacist of to-day.

To sum up what has been written in this division on buying, it is plainly evident that buying is one of the great functions you will be called upon to perform. That it has legal aspects connected with it which must be observed to avoid litigation. In all dealings with salesmen you must know your rights and his rights, and observe them. Guard against extraordinary offers, there usually is a string to them somewhere. Have all agreements written on the order before you sign it, then insist on a copy of the order, and keep the copy. Read over again the requisites of the ideal buyer. Try to approach that ideal. Know values—study salesmanship—be familiar with your markets—respect confidences—concentrate your buying to a few concerns—be independent, do not obligate yourself to any one concern.

Quantity discounts and long dating are good things to avoid. Advertising goods over your own name should be approached with care. The sole agency bait has good and bad points. Be sure you can distinguish between them before committing yourself.

Remember the value of knowing when to say "No." In buying, that word should be frequently used. Conditions of your town and location should determine the advisability of your joining a buying club. Buying is one of the best tests of your judgment. The better you understand it the better your judgment will be.

DIVISION VII

SALESMANSHIP

CHAPTER XXVI.

KNOWING YOURSELF.

SALESMANSHIP has now been elevated to the position of an exact science. Mr. Arthur F. Sheldon, of Chicago, has formulated a Course of the Science of Successful Salesmanship. In this course he has classified and correlated the laws of success in salesmanship. Mr. Sheldon's definition of salesmanship is this—"Salesmanship is that power which the salesman possesses to persuade others to purchase at a profit that which he has to sell."¹ We see, then, that salesmanship is a *power* to persuade others to buy *at a profit* our goods. To be a salesman, then, you must possess that power of persuasion. You must not only sell goods but must sell them at a profit.

The value of salesmanship is recognized by all the big department stores. They have their schools of salesmanship under the supervision of experts. Welfare work is conducted on a large scale which results not only in more profit to them, but also increases the comforts and conveniences of their employees, which is conducive to better work and stronger loyalty.

To be a good salesman you must have a thorough knowledge of yourself, your goods, and your customer.

¹Science of Successful Salesmanship, by Arthur F. Sheldon.

You should know how to conduct yourself at all times and in all kinds of conditions that you may be placed when making sales. You must be able to make your statements accurately, to speak in positive terms, to have perfect self-control, to have self-confidence, to think clearly and quickly, to say the right thing at the right time, and in general to conduct yourself with due regard for good manners. You must act with the customer just as you would act with a guest at your own home. The customer is a guest of the store, you must afford him a guest's treatment. You wouldn't lean up against the wall in your home when entertaining a guest, you would stand up straight in front of him, and be all attention to his wants. Act the same way in your store. Stand up straight on both feet, don't lounge against a showcase; just give that customer all the attention you can; that will make him feel good and put him in the proper buying mood.

If you can work your way into the good graces of the buying public in the section of the town served by your store, you have solved one of the biggest problems of commercial life. You can do this by earning the reputation of giving the proper attention to customers' wants, by knowing how to approach them, how to treat them, how to make their visit pleasant, and by being a good salesman yourself and having your clerks an efficient corps of salesmen. Whatever you do, be natural, be yourself, don't try to imitate somebody else's manner of walking or talking; if you cannot cultivate the ever-welcome smile, you can at least be pleasant and agreeable. You will impress people by your own individuality, which will be stronger if natural, weaker if forced. A forced smile appears like a sickly grin; if it isn't natural for you to smile, look pleasant, that will suffice.

SELF-CONTROL.—It may seem hard to you, if you have a quick temper, to be obliged to curb it, when a customer says something which you feel like resenting. It is a good opportunity here to show your self-control. Not even by word or look should you notice a customer's attack on your feel-

ings. Here you have an advantage over your customer. He is cranky, fault-finding, treats you like an inferior, he has "shown himself up," his weakness of character comes to the surface. The way for you to handle a man like that is to open your politeness valve and let all the reserve politeness in you steam out; you will win a victory over him in a short time. By redoubling your efforts to please him you will make him feel ashamed and he will turn the better side of his nature to you and try to make amends, to square himself with you. You will get his money, you will retain his patronage. If he had made you mad and you had spoken to him in a nasty, sarcastic tone, he would have gone out and probably have advertised you adversely all over the community. Of course he would blame you, he wouldn't blame himself. If you haven't self-control, it is a good thing to cultivate.

A friend of the writer, at the head of the largest retail store in the world in his line, said: "I always count ten when a customer or a business man says anything that makes me mad, then I have a pleasant answer to make instead of a savage one. If I spoke right out the thoughts that came to me at first, I would put myself on a level with him, but by the time I have counted up to ten I have perfect control of myself." If this rule is good enough for one of the leading business men in the country it is good enough for any pharmacist.

CHEERFULNESS.—Cheerfulness is contagious, it spreads rapidly, inoculates those with whom you come in contact, and is a winning card for the salesman. You can win your customer's confidence by your cheerful attitude quicker than by your selling talk. Everybody likes the person with a cheerful make-up, it gives him a distinct individuality, for everyone cannot possess this much-prized quality. A pharmacist's customers seem harder to handle than those of other retail businesses. So many of a pharmacist's customers are sickly, dyspeptic, nervous, irritable, suffering with some kind of pain about all the time. It is pretty hard to converse with some of them and keep a cheerful look on your face, especially

some days that you have a bilious attack, or a nervous headache yourself. But you must gather all your reserve energy and make a good impression, for those kind of people just mentioned are the kind that buy medicines, and you have medicines to sell.

A barefooted, poorly dressed little boy or girl should be greeted just as cheerfully, they appreciate it and there are from five to twelve people in the family, so if you hold all the family trade, even though the individual purchases are small, the yearly total is large. Those poorly-clad children grow up to be well-dressed young men and women, and in comfortable circumstances.

The writer recalls a family, which had three little girls, about four, six, and eight years of age. They were always poorly dressed, barefooted, looked as though they spent most of their time playing in a coal yard near their house. Every time they came in the store they were given every attention, and sometimes more than other customers received. They grew up rapidly, and in ten or twelve years, they were good customers, buying toilet goods, headache remedies, general articles for the house, and although they had moved to another section of the city, they still patronized the writer's store, and often spoke of how often they came in there when small children. They remembered all the clerks and could recall many of the incidents of their early visits to the store.

TREATMENT OF CHILDREN.—Always try to please the children. They have fathers and mothers whose trade you will get if you are kind to their little ones. If you have children of your own you can appreciate the importance of this rule, for you know that your little boy or girl can tell you all about the store where they buy an article and never hesitate to say: "Oh! they are awful nice to me in there," or "They are just as mean as they can be in that store," as the case may be. To this day you probably can remember some store where you traded when a little boy, or where you mailed a letter to Santa Claus, or saw him walking around the aisles.

Keep in right with the children always, even though they test your patience to the very limit; the years go by swiftly, and they don't stay children very long. A pharmacist who has children of his own finds it a simple matter to get along with his little customers, but a pharmacist who is single loses patience with them and isn't far-sighted enough to look into the near future to appreciate their value to him. Be just as considerate of children's feelings when they are in your store as you would be if they were playing with your own children in the nursery or attic of your own home. They are your little guests at your store; treat them as you would if they were the guests of your own children. When the father or mother bring their children to your store, stroke this child's curls, pat this one on the shoulder, ask their ages, show an interest in them; you will make the biggest kind of an impression with their fond father or mother if you do that.

One certain successful dry goods merchant made a specialty of kind treatment of children. Almost any time of the day he could be seen walking about among the children, patting this one on the head, asking this one questions, giving this one a picture card to take home, asking this one for a curl; he held the trade of their fond mama's and gained a wide reputation on account of his real or pretended fondness for children.

CHARACTER, SYMPATHY AND POLITENESS.—To be a good salesman you must develop your character. You will find it to be a valuable asset. You can acquire it by training and the discipline of your faculties. Some one is responsible for saying that "It is three-tenths inherited and seven-tenths surroundings." Organization, education and environment contributes to the formation of character. If you are a man of good character you will receive and give many good impressions, thereby winning the respect of your customers, as well as exert a wide influence.

Supposing a lady came into your store, picked up a rubber-lined sponge bag from a display on the show-case and said: "How much is this?" You looked at the display and

saw the price ticket in the proper position and said: "The price ticket is right on it, can't you see it?" The lady might turn around and say: "Oh, I see it now, but I didn't when I came in." However, you haven't made a good impression, and the chances are the lady would walk out without buying.

While it is aggravating to have anyone ask the price of articles displayed, which not only have a show-card with the price, but also several small price tickets, yet they will do it. It seems to be just as much a habit as when they say: "It's a nice day," when it is either raining or snowing. A polite reply should be given, it doesn't cost any more than a sharp reply. That very lady might have just passed through a deep sorrow, the loss of one of her family, or relatives, or she might have been on her way to the hospital to see a sick person; if such was the case the chances are that she never would enter your store again.

It is natural for a lady to look for kind treatment and sympathy. They have lots of home troubles and seem to like to speak of them, especially to physicians and pharmacists. So when any of them tell you their troubles, which is a common occurrence in every pharmacy, listen to them with interest, and at least show some sympathy. It pays, for that lady will go home feeling better and you have gained her good will. It is wonderful what a big difference it makes in a woman after she has had a little talk with a man who is pleasant, smiling, optimistic, encouraging; that man has found a place in her good graces for all time, and is sure of holding her trade. She goes home and faces her troubles with renewed vigor. In this connection the writer is reminded of a few lines taken from the columns of the *Baltimore American*, which read like this:

The thing that goes the farthest towards making life worth while,
That costs the least and does the most, is just a pleasant smile.
There is no room for sadness when we see a cheery smile;
It always has the same good look—it's never out of style,
It nerves us on to try again when failure makes us blue;
The dimples of encouragement are good for me and you.
It pays a higher interest, for it is merely lent—
It's worth a million dollars, and doesn't cost a cent.

When a customer, looking over goods on your show-case, asks the price, it isn't enough to just answer politely, but go right over there and ask him: "Can I assist you?—can I help you select?—this is something new, just came in—the factories are working overtime to keep up with orders—two tons a day is the daily output and it doesn't begin to supply the demand—there is a perfect craze for this article, etc. Always be prompt in both manner and speech; never mind if your approach is greeted with indifference or silence. You can soon assure your customer that you can be of some assistance.

Address a stranger as Madam, Miss or Sir. Learn to call a customer by name if you can. It is a big advantage to say: "Good morning, Mrs. Bailey," "Mr. White," etc. You secure their confidence and best attention. "Can I wait on you, lady?" or "Do you want to be waited on, Mister?" will meet with contempt and indifference.

TACT IN SALESMANSHIP.—Tact is a trait of character which can be cultivated by participating in social affairs and business experience. You must exercise tact when selling goods. The popular understanding of tact is "To say the right thing at the right time." If you can cultivate it you are sure of having a large acquaintance and a loyal following among your customers. Sometimes a customer's good will is secured by a simple nod, a bow, a word or two, a request to be seated, any slight expression of interest. No matter how small the purchase, appreciate it, don't show any intimation that the purchase is insignificant. Suggest something else, or say "Will there be something else?" "Here is something new," etc. Don't say "Is that all?" with an accent on the "that."

Every pharmacist has had trying experiences with customers. A customer may be cranky—fault-finding—work against his own interests—be obstinate—peevish—fussy—yet you must not resent his attitude, unless he is insulting, when you will be obliged to speak plainly. The customer is often at fault. An investigation conducted some time ago by a

large department store proved that the highest percentage of fault in selling transactions is with the customer. Yet he is a privileged character and cannot be blamed by you. You will have to search for the fault among your sales force and remedy it there, for it wouldn't be good policy to tell the customer he was the one at fault.

A pharmacist often says: "My! it is hard to be polite to people you don't like." "I find it hard to be even civil to some that come into my store." You must smother your dislike of a customer, however, as his money is good money, he has chosen to trade with you, and he must like your store service, prices, treatment, or he would go somewhere else. Keep him coming, make an extra resolution to treat him even more kindly than you have in the past. Don't lose him because you don't just happen to take a fancy to him. Tact embraces not only talking right, but observing right. When you have told your customer your little story about the goods, watch him closely to see the effect of your argument. If you see an advantage, follow it up, if not, discontinue it. Get your customer's opinion; appeal to his sense of judgment or economy. Let him talk and you listen. Sometimes a customer would rather do the talking than have you do it. A great number want their say first. You can gain some information from him. Don't let him draw you out to say anything detrimental to your competitor across the street.

It requires a great deal of tact to know how to handle a customer who says: "The pharmacist down the street sells this article for ten cents less than you ask." If you have signed an agreement to get a certain price you cannot break your promise, and you don't like to lose the sale. No rule can be given to cover such cases, as they depend so much on local conditions, but you should be able to explain it in some way, and ask the customer to pay your price and you will investigate, and if the price has been changed by other pharmacists you will rebate him ten cents when he comes in again. This will give you a chance to call up the other pharmacist and find out. It is a common occurrence for customers to

quote competitors' prices merely to get a little discount for themselves and, if you cut your prices to whatever your customers quote, you will soon give them the impression that you sell goods for any price a customer will offer.

CHAPTER XXVII.

KNOWING YOUR GOODS.

To sell any commodity the first step necessary is to analyze it for selling points. What are the selling points of a commodity? Its general selling points group themselves something like this: Its history—its process of manufacture—its construction—its use—its durability—its appearance—its quality—its difference from other commodities of its class—its price. Some commodities have selling points that appeal to one or all of the five senses. An article may *smell* good, another *taste* good, another *sound* good, another *feel* good, another *look* good. There are other selling points that appeal to the weaknesses of human nature, points that may appeal to their pride, social ambitions, luxury, vanity. You cannot consider yourself a salesman unless you know all these essentials and understand the best method of analyzing a commodity for its selling points. You can obtain a great deal of knowledge about your goods from the concern who sold them. If the traveling salesman cannot tell you all about the goods, write to the house direct. You ought to have the complete story of the goods, so you could tell it to the customer without hesitation.

The correct order in telling your story and the amount to tell should be discreetly observed. If you make the sale by merely outlining the principle selling points of the article, stop there, don't add anything else. If you don't make the sale by a statement of the leading facts, then use your reserve facts, the history of the article, its big sale, its universal satisfaction, the care in making its constituent parts, etc. Don't tell all you know about the article at once; give the

customer a chance to talk; if you persist in going into excess of detail, he may get tired and have his attention distracted.

Don't mention the price of the article until the last thing, unless in case of a special sale of an article where the price is its strongest selling point. It is an important principle of salesmanship to sell quality goods, the higher priced goods, which are in the end the most economical. If you mention the price to a customer first he may say at once: "Oh! I can't afford that, the price is too high," but if you don't say anything about the price until you have acquainted him with all the superior qualities of the article, then the price don't seem to him so big an obstacle, for he reasons that an article with all those qualities could not be sold at a cheap price.

ENTHUSIASM.—You must have lots of enthusiasm when selling goods. Enthuse over the article all you can. The writer knows a traveling salesman who sells Olive Oil. He can talk Olive Oil from A to Z. He can describe the people that make it, how it is made, how it is put up for export to this country; he uses it every day himself, he is enthusiastic over that Olive Oil. He puts it on his baked beans for supper, he takes a tablespoonful of it three times a day. He carries a bottle with him on the road and has a bottle at his plate when taking his meals at home. When telling about the good points of his oil, he smacks his lips, he makes you almost feel that you would enjoy using that oil. His enthusiasm carries you along with him. Cultivate enthusiasm by all means, it is convincing.

USES OF ARTICLE.—You must know the different uses of an article. Suppose, for instance, a lady calls for something in an antiseptic solution. You show some, she looks it over, then says: "I want it for ivy poison, is this good for that purpose?" If you know the article well and its different uses you can say: "Yes, it is just the thing for that, one of our customers used it last summer and said afterwards if anybody ever asked us for something good for ivy poison to recommend this antiseptic solution." That will surely make the sale.

PARTS OF ARTICLE.—The different parts of the article should be well known. You can sell talcum powder better by telling your customer that it is made from the best imported Italian talc; ground to an extra degree of fineness to get rid of the gritty particles, and perfumed with a peculiar Oriental odor, popular in Oriental countries, something entirely unlike anything in this country; something that seems to just suit the trade, everybody that smells of it buys a box of the powder, etc. Contrast that style of talk with the more common, which is merely confined to simply naming the different kinds of talcum powder carried and the price of each. The former would win every time.

When a piano salesman comes to your house to sell you a piano, he knows every part of that piano; he will tell you of the fine sounding board, the new scale action, the ease with which the hammers work, the quality of the strings, the metal castings used, the uses of the damper pedal, the proper voicing of the piano; whether it is low or high pitch, the flangers, check, dampers, pins, felts, jacks, etc. He must have this knowledge, in order to impress you that he knows what he is talking about. So you, too, must be well posted on the selling points of your articles, whether it be a sponge, a toilet set, a hair-brush, cigar, box of chocolates, hot-water bottle, truss, perfume, greaseless cold cream, fountain syringe, nail clipper, box of soap; almost every article you handle can be analyzed for selling points and a nice strong story prepared to tell your customers.

Many of them like to hear the history of an article. If you know an article's history, what an interesting and enthusiastic story you can relate. Take an Oriental perfume like Sandalwood, you could tell of its various uses and connections in Japan, India, and Oriental countries, how the natives gather it, how the little bundles of sandalwood can be put into a bureau or dressing table, giving a characteristic Oriental odor to the clothes and toilet goods kept there, and at the same time acting as a moth preventative, what an important article it is in Oriental countries, etc.

Analysis of the Selling Points on a Loaf of Bread

A loaf of bread is a very common article. It is so common that you have perhaps never stopped to think that there were any particular selling points on it. It is still less likely that you ever stopped to think of the selling points of any particular loaf of bread as opposed to any other loaf.

Following is an analysis for the sale of Ward's Tip-Top Bread, made by the Ward-Mackey Co. This analysis was sent in by W. C. Evans, who is, connected with the Ward-Mackey Co., in their Pittsburg branch. It is printed here because it is educational.

OBJECT—SALE OF A LOAF OF WARD'S "TIP TOP" BREAD

- | | | |
|---------------------------------------|---|---|
| 1. <i>Nature</i> | { | Wheat bread intended for table use for high class family trade. |
| 2. <i>Ingredients</i> | { | Best grade of Spring Patent Flour.
Best grade of granulated sugar.
Best grade compressed yeast.
Fresh milk.
Minor ingredients carefully selected for quality. |
| 3. <i>How, when and where made</i> .. | { | Mixed by patent process controlled exclusively and which assures the maximum percentage of food properties are retained in the flour.
Baked fresh every morning within a few hours of delivery.
Made by the highest paid bakers who are selected as the most skilful in the trade, under the supervision of a superintendent who is admitted by the trade to be one of the best practical bakers in the business.
Made at one of the cleanest and most modern bakery buildings in the world. |
| 4. <i>Value</i> | { | The large volume of production insures a minimum cost and every loaf is as large as can be made for the price.
It is the best loaf of bread on the market at any price and the price is the same as competitors. |
| 5. <i>For his own use</i> | { | It is a necessity in every home.
It contains more food properties than any other food. |

EXAMPLE OF SELLING POINT STORY ON A COMMON ARTICLE—A
CONTAINS MATERIAL FOR

¹ BUSINESS PHILOSOPHER, SHELDON

2. *For him to re-sell for profit....* { It is the best advertised bread on the market.
The demand for it is greater than for any other.
Its delivery fresh every morning at your door can be depended upon.
There is a clear profit of 25 per cent on it with no risk of loss.
3. *Compared with other brands ..* { Baked in the largest, cleanest and most modern bakery in the city.
It is the only bread produced in the city that is machine moulded, assuring absolute uniformity in the size of the loaves.
It is the only one put up in packages at the oven, assuring minimum amount of handling.
It costs no more than the competitor's.
4. *Suggestion.....* { Its name "Tip-Top" suggests its grade as to quality.
Its value and importance as a food is suggested by the fact that the word bread is repeatedly used in the scriptures and elsewhere as a synonym for food.

The following are two reasons which a prospective customer might give for not buying "Ward's Tip-Top Bread."

First—It is not as good as home made bread.

Second—There is not enough profit in it.

My answer to the first would be that the process used in mixing this bread assures a far greater amount of food properties in the bread than can possibly be retained in home made bread. The speed at which the mixer works and its peculiar motion brings every particle of each ingredient into contact with the others and the process is completed in a very much shorter time, leaving the batter exposed to the working of the yeast for a minimum time. As it is a fact that yeast feeds on the food properties of the flour, it will readily be seen that a great advantage is effectual by the shortening of the time.

Every mix is made exactly to a formula and the several rooms and the ovens are heated exactly to the degree required, thus assuring uniformity of quality which is very rarely possible in home made bread.

My answer to the second objection would be that bread is handled with a less amount of trouble and care on the part of the grocer than almost any other article he handles.

It is delivered fresh at his door every morning and any that he does not sell is replaced the next day without cost to him. Large sums of money are expended in advertising in order to increase his trade at no expense to him.

The fact that he handles this well advertised article and the fact that it enjoys such a reputation for quality, brings people to his store who buy other goods, and it reflects credit on the other goods he handles.

His profit which is 25 per cent is assured on every loaf of bread he sells without any allowance to be made by him for goods that are stale, these are taken off his hands at cost price.

Have you analyzed your proposition in this able fashion?

LOAF OF BREAD. PROVES THAT ANY ARTICLE IN A PHARMACY
A SELLING POINT STORY.

UNIVERSITY PRESS, LIBERTYVILLE, ILL.

It is especially important to know your holiday goods well. It won't do to have every clerk in the store telling a different story to a customer about a toilet set or manicure outfit. One might say this set is genuine ebony, another it is ebonoid, another it is stained to imitate ebony, another it is the real ebony in the natural wood, etc. Again a clerk might say this set here is genuine celluloid with a smoked pearl effect, another clerk says it is zylonite, another says pyralin, another calls it viscoloid, etc. You should see to it that each clerk tells the same story. If a fancy hair-brush is veneer back don't tell the customer it is a solid back. If the trimmings of a set are quadruple silver plate don't say they are sterling silver. If a set is of decorated porcelain, be sure of it, don't take a chance and say it is some new imported composition.

SELLING POINT STORY.—A tooth brush is a simple article, yet you could assemble a nice little story about it something like this: "This tooth brush, Madam, is made by the leading tooth-brush maker in the world, Du Vallor & Co., of Paris. The handle is made of a specially selected grade of bone. The pieces of bone are stacked in large piles and set out in the sun to be bleached. Then they are polished and finished. The bristles are the best wild boar bristles which come from Russia. The Russian wild boar sheds his bristles at certain seasons of the year by rubbing his body against the trees. The peasants gather up the bristles and send them to the brush factories, where they are cleansed and bleached. These bristles are bunched by hand and placed in the holes in the handle, then drawn into place by a strong thread, almost like wire, which holds them firmly and keeps them from coming out or breaking off. These bristles will not fall out when you brush your teeth. Soak the bristles in lukewarm water over night before using the brush the first time." That story ought to convince your customer that you know what you are talking about.

You cannot sell goods unless you know them thoroughly. You should always be on the lookout for new ideas suggested

by a study of your goods. Your customer will consider you an expert if, when you sell him a particular brand of olive oil, you tell him all about the olive tree, where it grows, how the olives are gathered, how crushed between stone rollers, what Virgin oil means, how the oil is packed, its many uses and medicinal and food value. Or if Mediterranean bath sponges,—where they are gathered, by deep sea divers, how prepared for market, their durability, their soft texture, etc. Or a cake of toilet soap,—its ingredients, whether a milled soap or a moulded soap. Find out everything you can about your goods, for one seemingly insignificant fact might suggest a good selling idea. The traveling salesmen usually know their goods; when you give them the order pump all the knowledge of the goods you can out of them.

APPLYING SALESMANSHIP PRINCIPLES TO THE GOODS.—Your position toward your goods is next in importance to your treatment of your customer. You must not only know where the goods can be found immediately, but know just exactly what they are. You should know them so thoroughly that you can impart such knowledge quickly to your customer, and in a convincing way. You cannot know too much about every class of products you carry. Every article worth carrying in stock is worth studying and investigating. Every conceivable commodity has some interest, either from the points of manufacture, durability, economy, usefulness, purpose, quality. Get right to the root of everything and formulate its principles in an orderly arrangement.

Isn't it a nice thing to be able to tell a customer why castile soap is the purest and best soap for washing children? Why Mediterranean sponges are better than Florida sponges for the bath? Why solid back hair-brushes are superior to veneer back brushes? Why fountain syringes are better than bulb syringes? You had a reason for selecting one certain article for your stock—as against another similar article. Was it more useful, economical, better quality, design? Then be able to tell your customers why you chose it for your stock.

Customers are just as anxious to know *why* an article

is superior, as to know *what* it is and *how much it costs*, and the better you are prepared to tell them the better impression you make. This is the kind of knowledge that makes a buyer or aisle manager out of a counter salesman. By acquiring the information about the goods and knowing how to apply it to meet every contingency, secures his promotion.

You can greatly promote your salesmanship abilities by systematic study. Every library has books on business, commercial life, salesmanship, advertising, and reference rooms, supplied with encyclopedias, atlases, etc. Use these means at your disposal, also observe and inquire from traveling men, and many times your customers will give you some information regarding a certain article that you never knew before, also some new use to which it can be put.

Although, in general, it may be presumed that a customer coming to your store has already found a place in his mind for the different conditions, viz., attention, interest, desire, and resolve, due to your strong advertising and displays, and that he is all ready to buy when he comes in. While this might apply to one article wanted by the customer it does not apply to all the other articles that you can suggest for his needs. Besides, your displays of novelties and new goods if well arranged, will stimulate him to more purchases than he intended when entering the store. Get his confidence by your thorough knowledge of displaying and talking of the goods, then the more your customer learns about the goods the more he will want to possess them.

There are many articles in a pharmacy which a customer knows but little about and will depend upon you to enlighten him, and the better you can do it the more confidence he will have in you. Do not get tired of answering his questions, get him talking, stop and listen yourself for a while, give him a chance to unload his mind, don't contradict him and don't get into an argument with him. Take back unsatisfactory goods, if he asks you. It is good salesmanship to do it. It increases his confidence in you and your goods. One of America's biggest retail stores does this always and there is

no reason why you shouldn't. Take the unsatisfactory goods back cheerfully, don't stop to make any argument about them.

Naturally you feel that "you would never know where you were at if you tried to think of all the things mentioned here when you make a sale to a customer." Yet, there are laws governing every special career, and salesmanship is now recognized as a science, as a distinct vocation. When you make a sale you employ the different processes mentioned here, but you probably never classified them according to their order of succession. Practise makes perfect. If you know the principles underlying salesmanship you can master it and be proficient. Practise and apply the principles and you will be able to make sales and accomplish results that you didn't think was in you.

When you go to a piano recital and hear a concert, ballade, rhapsody, étude, sonata, or some difficult composition performed, you never stop to think that it is entirely made up of scale passages, arpeggios, chord formations, harmonies, modulations, which have to be practised separately for hours before the composition can be played. The monotony and drudgery of scale and exercise practice is necessary to the proper performance of the difficult composition. When the pianist plays the composition he don't stop to consider all the weary hours he put in practising the scales, exercises and virtuoso studies, yet he knows if he didn't practise them and know how to apply them he couldn't play the composition.

So when you make a sale you don't have to stop to think of all the principles connected with it that you have practised separately, but simply apply those principles unconsciously. You will do that naturally and the better you know the principles, the better you can perform the duties pertaining to the sale. If you find conditions a little adverse at first don't get discouraged, for battling against adversity is what makes you strong, makes you more determined, strengthens your character.

HOW TO ANALYZE YOUR GOODS.—Analysis is defined as "the resolution of a thing into its elements by a person."

“An examination of anything by resolving it into its original or constituent elements.” A short definition of analysis is “the separation of a whole into its parts. *Synthesis* is defined as “the putting together of different things to form a whole.” In short, analysis is “tearing apart” or “tearing down” and synthesis “putting together” or “building up.” Remember these two definitions by committing them to memory, for they will help you in salesmanship. To analyze your goods proceed as follows. *In relation to the article itself—*

1. What is its nature, its use, what is it for?
2. What is its structure, its different parts and the material in each part?
3. Where, how, and by whom produced? What is its history?
4. What is its value as to quality, will it do what is claimed for it? Does it compare favorably as to price with a similar article handled by your competitors?

In its relation to your customer—

1. Its use as a necessity, comfort, convenience, luxury.
2. Its quality, utility, cost in comparison with a competitive article.
3. Its suggestions—its many uses, its actual use by personal experience by yourself or others, its historical connections.

Make it a part of your daily work to analyze some article in your stock. Every manufactured article in your store has some interesting facts, either in its process of manufacture, its structure, its history. Even the most simple and commonplace article you sell has some points to interest your customer. An orange wood stick, a nail file, nail cutter, cake of soap, package of joss sticks, cedar camphor, moth balls, wooden tooth picks, post cards, a rubber nipple, box of stationery, piece of chamois, a cigar, a box of chocolates, a new perfume, sachet, box of ointment. There is no end to the articles in a pharmacy that could be analyzed, and such analysis would surely make more sales.

If you can answer all questions about any article that you have for sale, you will make more sales. Of course you

are not to use all your knowledge of the article every time you sell it, if you do you might do what many salesman do, talk a customer into a sale, then talk him out of it. Tell your customer just what you need to tell him to sell him the article, then stop talking. The sale is made, what do you want to talk any more about it for? Keep the rest for next time. Don't tell all you know the first time you get a chance.

RESERVE POWER.—Haven't you noticed that the strength of great men of initiative, of big successes, of big power, is largely on account of what is termed their "reserve power?" They seem to have great depth. Every time you meet them they can tell you something new about the same topic or argument. They never exhaust their fund of information, you marvel at their wonderful "reserve power." Then they do everything so easily and naturally. They don't work themselves up, because they know their subject. They speak "with the voice of authority. That is the way you want to speak to your customers to impress them that you "know your subject well," have plenty of "reserve power," and speak with "the voice of authority." If you do that they will have a good opinion of you and hold you in high regard.

If you cannot find out all about your goods from the traveling man or his firm, go to the library, tell the librarian what you want and he will find books that will tell you all you need to know about almost any article. After you obtain your knowledge then prepare it in a systematic manner.

1. Have a perfect realization of the facts about the article.
2. Arrange those facts in their natural order.
3. Tell your story to the customer in a clear, logical style, emphasizing such points and facts as will summarize its merits to the best advantage. Have your introduction ready. Will you mention a feature of the article first to appeal to his curiosity? or to his disposition? or simply just interest him casually?

Be prepared, also, for his objections. What will he object to? the quality? the mechanism? the price? The chances are he will object to the price. You will have to fortify

yourself there and have a line of defense ready for his attack on the price. See that your customer knows that the cheapest goods are often the most expensive in the long run. Convince him that it is better for him to pay a little more and get something better. Have one of your own experiences handy to tell him how you bought something cheap once, and you were glad to discard it for the more expensive article.

If your competitor is selling the same article for less money you ought to know it and know why. It is because you marked your goods too high or your competitor is losing money and trying to unload some of his stock. If you have a strong hold on your trade and are a good salesman, you can hold your customer against competition by appealing to his feelings as well as his reason. If your competitor is price-cutting merely to put you out of business, appeal to your customers' sense of justice.

It is a natural law of trade for a customer to go where he can buy the cheapest. You will have to be a good salesman to stop him. If you have a strong personality and understand your goods, salesmanship, and human nature, you are as well equipped to hold his trade as anybody can be. Be sure to know all there is to be known about your goods which you can learn through analysis, and know as well all about your competitor's goods, even if you have to spend a dollar now and then to buy goods sold by him.

Don't run down your honest competitor or his goods, you will do more harm than good to yourself by so doing. But you ought to know about his goods, you should analyze his as well as your own. If he talks about you, don't pay any attention to him. You will find in many business offices a card hanging on the wall which reads: "If your competitor talks about you put him on your pay roll, never mind what he says, as long as he says something." It is told of P. T. Barnum that he said to a newspaper man: "Praise my show if you can, roast it if you will, but for heaven's sake say something about it, don't ignore it."

Try to be better posted on any article than your com-

petitor or your customer, then you will always have a reserve fund of information to draw from should occasion require. This knowledge will guarantee honest statements to your customer, which are the only kind to make. Dishonest statements of goods have no place in modern business. Many salesmen in the big department stores lose their positions by making dishonest statements about dress goods, or other articles.

A sale of goods is not a just sale unless the buyer is benefited as well as the seller. That is the law of mutual benefit and should be observed. One sure way of convincing your customer is to deeply *feel* yourself everything you say about your goods. Enthusiasm carries persuasion with it. Put your whole heart and soul into your selling. You cannot feign enthusiasm and feeling, you would surely be detected. Everything you say should be said just as though you actually felt it.

CHAPTER XXVIII.

KNOWING YOUR CUSTOMER.

A PHARMACIST'S customer is about the same everywhere, whether your store be in a small village or a great commercial metropolis. The general run of human nature continues unchanged. The foundation of it is the same, although there is a difference in the mixture and proportion of its many principles. A pharmacist meets about every phase of it as he deals with all kinds of people, and he soon learns that there are certain likes and dislikes, common to them all.

Receiving customers in your store is, after all, similar to receiving company at your home. When you open your door at home to receive your guests, your house is all fixed up for them, you are at your best, you "do the grand" for them while they are under your roof. When you open your store door every morning you are asking the public to come in. They are your guests. Have your store all fixed up for their visit, be on your best behavior, "do the grand" for

them, and when they go out ask them "to call again," or "come and see us again"; that is what you tell your guests when they leave your home, tell your customers the same when they leave your store. Their stay in your store, however brief, should be made pleasant and interesting. True hospitality should always be in evidence.

With a little study you can easily know your customer and what to say to him, how to engineer the sale, just how far to go, how to make suggestions to him; in general, know just how to handle him.

Many customers are undecided as to the many things they wish to buy, so it is but natural for them to take considerable time to look over things, make comparisons, note prices and qualities. They have a perfect right to do this and you shouldn't hurry them. If you throw an impatient look their way, or act uneasily, or show by your manner that you wish they would hurry up, they will surely be annoyed and will probably go out without buying. Ladies are especially sensitive about being hurried. They like to look over everything and take their own time in doing it.

Many times, with several of your customers, it is a question of making a slim purse go as far as possible, so they have to do considerable figuring in their minds before buying. Be just as kind, helpful and sympathetic with them as with your well-to-do customers. Offer all the helpful suggestions you can.

Customers in all stations of life are quick to recognize politeness, kindness, helpfulness, and will go far out of their way to trade with a proprietor who has "magnetic personality." Salesmen do not have to be "naturally born." You can become a good salesman by treating customers in the way mentioned here.

Example A.—Lady enters, asks how soon the next car leaves for Springdale, is invited to sit down at the ice cream table to wait for it. Five minutes later a young girl with a dress suit case enters on same errand; she too, is asked to be seated at the same table. Clerk decides to interest

them in a new perfume just out. Takes down the bottle from the shelf, wets the stopper and wipes it on two sheets of cigarette paper, dries the paper, waves it back and forth, before them, all the time telling them what a big hit it has made, this is our third order of it, the odor is as true to the real flowers as it is possible to attain; it is in fact the perfection of the perfumer's art, it is just what perfumers have been trying to get for years, a perfume that would smell just like the natural flowers, and they have got it in this new special odor of lily of the valley.

Just at this point when the two ladies were so interested in his story of the odor and had been worked up to a period of curiosity, he placed the papers in their hands and they raised them to their nostrils and one said: "Oh my! that's great," the other, "It smells just like a bunch of lily of the valley flowers." One lady said: "I'll take twenty-five cents' worth of it with me to Springdale to try it." The young girl with the dress suit case said: "Put me up an ounce of it." The price was \$1.00 an ounce, so the clerk sold \$1.25 worth of perfume to those two ladies, which was far better than letting them sit there alone.

The salesmanship exhibited was this—the clerk knew that all women like good perfumery—that they are always looking for something new—that the story he told about the odor got them worked up to just the pitch he wanted, then—he put the cigarette papers in their hands with the odor escaping just right—after that, there was nothing to it, but to put up the orders. That kind of salesmanship is bound to win. The clerk said neither too little nor too much, he knew the weakness of the sex in general, he did not urge the sale on them, they were pleased to make the purchase.

Example B.—Lady living six miles out of town enters store, asks "How long will I have to wait for the Northville car?" Clerk replies, "Half an hour, won't you have a seat and wait?" Lady sits down at ice cream table and says: "I am going to Northville to spend the day shopping, I must have just missed that last car." She turned her head

and saw the post-card rack and said: "My! what pretty post cards you have here"; here was the clerk's cue, and he determined right then and there that if that lady was going to Northville shopping, he might as well try to get a little of her money, if good salesmanship could get it, so he said: "Yes, they get out some beautiful designs nowadays, and artistic work also."

He takes a card out of the rack and says: "Here is an example of beautiful color work. This card is made in Leipsic, Germany, it is twelve color work, twelve separate plates are made for each card, and every card has to be printed twelve times, which, of course, necessitates a fine quality of paper to stand twelve printings." The lady evidently never heard a story like that before about a post card, so she was all attention. The clerk continued: "Here are some new views of the city just come in. This view shows the starting point of 'The Minute Men' when they marched to Concord and Lexington, April 19, 1775. Here is another, showing the cave of the Indians occupied by them during King Philip's War," and so on with other descriptions, until he soon sold her twenty-five cents' worth of post cards, just from the interesting stories he told of them.

Next he called her attention to a new Japanese talcum powder, told a nice little story about it, and sold her a box. Following in quick succession he sold her a box of toilet soap, a jar of face cream and a few other articles, so that her bill amounted to \$2.65. She paid for the goods and said: "I'll call for them on my way back from Northville to-night." The clerk naturally felt pleased and couldn't help saying to himself, "Well! there's \$2.65 the Northville storekeepers won't get."

Example C.—Man about thirty-five years old enters and says: "Do you keep Fisher's Chocolates?" Junior clerk replies: "No, sir, we do not, we carry several other kinds, naming them." The man said: "I don't want any other kind, I'm getting them for a young lady who always wants Fisher's, so I don't want to take her any other kind. I'll

try some other store." The head clerk stood near, overheard the conversation and just as the man started out he said to him: "This Davenport line is a high-grade line, all our best customers like it." The man stopped, turned, and said: "I never heard of that make, so I don't believe I had better take it."

The head clerk picked up the candy tongs, reached in the case, took out a chocolate with an orange centre, then said to the man: "Do you eat candy, yourself?" He replied, "Yes, I do." "Then," said the head clerk, "try this orange chocolate. The centre is made from the real orange pulp mixed with the cream and not made from extracts like most fruit cream centres." It wasn't long before the man said: "That's delicious, I never tasted such a pronounced fruit flavor before. I'll take her an eighty-cent box of those Davenport chocolates. She certainly can't find fault with them." The customer left the store well pleased, and no doubt the fair recipient of the candy was also.

It was the head clerk's tact that won this sale. He didn't knock Fisher's Chocolates, but simply told a straightforward story about Davenport's chocolates, which story was substantiated by the customer himself as soon as he got a taste of the goods. The majority of clerks would have allowed that man to walk out after expressing himself so decisively in favor of Fisher's Chocolates.

Example D.—Transient customer enters with valise, man about forty years old, approaches cigar counter, looks over case, then says: "Have you got a good Key West cigar in a bouquet or a concha shape?" The clerk reaches in the case, puts the box on the counter, saying: "Here is a good one, it is a nice cool smoke, wrapper and filler clear Havana, entirely Spanish workmanship, made by a concern that own their own plantation in Cuba, and considered excellent judges of tobacco. It sells for 10c, three for 25c, \$3.50 a box." This little story, told so easily and naturally, impressed the man, he bought three, bit one; began putting on his gloves.

The clerk in the meantime had opened a fresh box, held

it up to the man's nostrils, saying: "Isn't that a nice aroma?" "How does the cigar smoke?" The man replied: "Good, I like it." Then the clerk said, "Why not take a box along with you, they are only \$3.50 for a box of fifty. This box is nice and fresh and in perfect smoking condition?" This brought forth from the man: "I might stop in and get a box before I leave town." The clerk added: "We have a fine trade on this brand, it seems to strike everybody just right. It is a nice looking cigar, isn't it?" and he holds the fresh box once more right up near the man who suddenly pulled off his gloves saying: "I might just as well take the box now. I can find room for it in my grip." The sale is made.

The salesman's ready knowledge of the goods, his easy, convincing delivery, not saying too much, no over-praise of the goods, and his knowing how to put the goods before the customer just where they would speak for themselves by their slick appearance and aroma created the want for them in the customer's mind. If the customer had been allowed to go out, he might not have had a chance to come back before leaving town. The time to close the sale was right then and there.

Example E.—Lady, who has been looking in the window at a display of fountain syringes, enters the store, walks to the lower end and says to the head clerk: "Are those fountain syringes in the window, marked a dollar, the ones you advertised in Monday's paper?" "Yes, Madam," the clerk replied, "I'll show them to you."

He gets one, explains the quality of it, why they are selling it so cheap, and while she is looking it over he reaches down in the case, brings out a nicer one that retails for \$1.75, saying: "There is a dandy fountain syringe, just compare the tubing and connections with the dollar one." The lady does it, then asks: "Is it worth seventy-five cents more?" "I want to get a good one." The clerk replies: "This is certainly worth the difference, it is as nice a syringe as can be built, it has five hard rubber pipes, patent shut-off, tight

fitting hard rubber connections, a pear-shaped bag, extra heavy tubing, a rapid flow, a stout wooden box, and will wear well." "Just see the quality of rubber" (here he stretches the tubing to show its freshness and elasticity). It didn't take him long to turn the sale into a \$1.75 sale.

The majority of clerks would have made the dollar sale and wouldn't have even thought of showing her the \$1.75 syringe. This clerk, however, added seventy-five cents more to the day's sales, and satisfied his customer beyond question that the \$1.75 syringe was the better to buy, and the most economical in the long run.

CHAPTER XXIX.

SALESMANSHIP BY SUGGESTION.

KNOWING yourself and the goods well is not all that is required to become a successful salesman. You must strengthen such knowledge by knowing your customer's disposition and wants, which will enable you to gain his good will by making suggestions to him, and increase your own value by making larger sales. You will, too, gain a large personal following, resulting in greater business building. Salesmanship by suggestion, then, requires a knowledge of yourself, the goods, and of human nature. If you cultivate these factors to a marked degree you will stand out from other pharmacists as a magnetic salesman. To sell goods by suggestion, then, you must make good impressions on the mind of your customer by offering suggestions, and in such a way as to make him agree with you, then he will be convinced that he wants your goods.

Suppose, for example, a lady should come into your store and say: "I want a pair of rubber gloves. This is my neighbor's birthday, and I want to give her something serviceable, so I thought of rubber gloves as we were talking about them one day, and she seemed to want a pair." Then you show her the gloves, she picks out the size her friend wears,

and then hands them to you to do up for her. Now, here is where you want to employ suggestion in your selling. The thought should occur to you at once that if her friend needed a pair of rubber gloves, why shouldn't she need a pair. She already told you in her conversation that she and her friend had been talking about rubber gloves. So you could say to her: "Wouldn't you like a pair for yourself, Madam?" "They will save your hands a great deal, keep them from getting cracked and chapped, will keep the skin from roughening." She naturally will say: "Why, I have often thought of trying them, but I don't know much about them. Are they used much?" There is your chance to tell of the different uses to which they can be put, their universal use, preventing the hands from getting stained, everybody is so careful of their hands nowadays, everybody likes to keep their hands looking well, etc. Your suggestions will show rubber gloves up to her in a different light than she had ever regarded them, and you should undoubtedly convince her to buy a pair.

Then you might suggest still further: "Wouldn't your daughter like a pair?" "You have bought two pairs, if you buy another pair I can give you a little discount on the three pairs." She might stop a minute, then say: "Well, I know there is no use in taking home one pair, for as soon as my daughter sees mine she will want a pair of her own, or would be using mine all the time, and I never could find them. I might just as well get her a pair, her size is No. 6."

You can suggest further a piece of chamois for polishing the piano or furniture, a can of Kleanall for cleansing the paint, varnish, and woodwork. You do not antagonize customers by well-meant suggestions. They are susceptible to them, become convinced, and will leave the store contented and with a high regard for your interest in them, your knowledge of your goods, and your salesmanship abilities. Customers like to trade with good salesmen. They don't always know just what they want, and rely on the good salesmen to tell them.

One of the writer's customers, a near neighbor, once said:

"That new head clerk of your's isn't much of a salesman. I ordered some lime water, alcohol, witch hazel, nipples, milk of magnesia, and Eskay's food, over the telephone this morning, and he sent up a half pint of lime water instead of a quart, a half pint of alcohol instead of a quart, a half pint of witch hazel instead of a pint, a twenty-five cent bottle of Eskay's food instead of a seventy-five cent size. He ought to know by this time the quantities I usually get, for he has sent goods up here before; you know I never have to mention quantities, as you always know the amount I get. I would have been better pleased if he had sent the larger quantities, as usual. He isn't looking after your interests, you had better get after him."

This customer noticed the lack of salesmanship and didn't hesitate to report it. The clerk had every right to send the larger quantities, for he was safe in so doing whether the customer had been getting the large quantities or not; because no quantities were specified, and the larger quantities were much cheaper to the customer in the long run, and made larger sales for the store. As it was, the customer had to telephone again in a day or two for the same goods, only in larger quantities, which meant another hour of the junior clerk's time to deliver them.

WHICH PRICE OF GOODS SHOULD BE SHOWN FIRST.—When treating of salesmanship by suggestion, that question on which there is so much discussion, naturally arises: "Shall we suggest and display to the customer first, the high, medium or low priced goods?" The leading arguments advanced by the champions of each price is as follows: High-priced goods first, because the best are none too good, and the high-priced goods are the most economical in the long run; they pay a bigger profit than the lower priced goods; that a customer is more apt to be put out by bad service of an article than to be made feel good by its cheapness; that a customer is willing to pay the higher price if the value of the goods proves to be up to his expectations.

Those in favor of showing medium grades first, claim that

EXAMPLE OF SHOWCASE DISPLAY WHICH SUGGESTS PURCHASE. GOODS TICKETED, PRICED, EASILY INSPECTED, AND OCCUPYING MOST PROMINENT LOCATION IN STORE



people of means and good taste would feel insulted to be offered cheap or inferior goods; and people of only ordinary means cannot afford to pay the higher prices, even though their tastes were inclined toward them; and if higher priced goods are continually shown them, they will become confused and undecided, and probably leave the store without buying—so they argue that it is better to show medium priced goods first, as it is an easy matter to go up or down according to the inclination expressed by the customer.

The arguments in favor of showing the lower priced goods first are—that the price is always considered by the customer, and if good goods are shown at a low price, it is easy to get the customer interested, then, it is a simple matter to go up to the medium and higher prices.

It is pretty safe to eliminate from the question the idea of showing up the lower priced goods first; the arguments in favor of it are the weakest of the three. The arguments in favor of the high-priced goods are the strongest, although the general opinion in all lines of merchandising seems to be in favor of showing the medium-priced goods first.

The writer favors and has always used with the best of success the method of showing the high-priced goods first, and would recommend the adoption of that plan for the business of pharmacy. Its greatest objection is that among your customers there may be some that, through pride or lack of business knowledge, would leave the store abruptly rather than ask to be shown goods at a lower price. These customers are rare, though, and can be handled all right if you know how to do it.

Above all things, when a customer asks for an article, don't say, the first thing: "What price?" or "What price do you want?" or "About how much do you want to pay?" Get the goods out and display them, telling the selling points of each, then the customer will usually ask the price, or you can tell the price the last thing, beginning at the top and going down.

Somehow or other, most clerks in a pharmacy seem to take

it for granted that it should be the other way, that is, from the cheap price up rather than from the highest price down. It depends upon circumstances, and if you know your stock well, and have some idea of your customer's probable tastes and desires, it will be an easy matter for you to judge.

You can usually get a clear conception of what your customer wants from his own conversation; if he doesn't commit himself, a little indirect suggestion will bring from him all the information you need. Salesmanship by suggestion plays an important part right here, for if you know your goods thoroughly you will know just the goods to adapt to your customer's needs.

SUGGEST SIMILAR ARTICLES.—If your customer asks for something you haven't in stock, suggest something similar as a substitute. Perhaps a lady will ask for something like this: "I want something good for a nail polish, and a friend of mine told me to get a jar of White's perfection nail polish, that it was the best thing out; have you got it?" You look all through your toilet goods stock, which gives you time to think up something else, because you know you haven't White's nail polish, so you say: "We don't seem to have White's, what we sell mostly is this Japanese nail stone, it gives the nails a fine polish, it works like this," then you rub the stone across the palm of your hand, leaving on it a deposit of white powder, then rub the nails of your other hand across the powder, show the lady what a fine polish it put on your nails, tell her your customers like it because it is so simple to use and does such nice work. Your story and your demonstration of the article right before her eyes will convince her so that she will buy.

There is no limit to the opportunities you will have for suggesting goods to your customers. No matter what they buy, that article suggests other goods. If a man buys a nail brush, the chances are that he is careful of his hands and nails, so suggest a new flexible steel nail file in a leather case for carrying around in the pocket, show it to him, then suggest a package of emery boards, an orange-wood stick, a nail stone, manicure scissors, etc.

If a lady asks for something new in perfume show her the latest odor, Narcissus, just out, a big hit everywhere; after she buys the perfume, suggest Narcissus toilet water, Narcissus toilet powder, Narcissus toilet soap, Narcissus sachet, etc. If she buys a tooth brush, suggest a tooth paste, a mouth wash, a box of dental floss, a tooth brush case or holder, a package of quill tooth picks, etc. If she buys a box of face powder, suggest a face chamois, complexion brush, a greaseless cold cream put up in collapsible tubes, eye-brow pencils, powders for excessive perspiration, etc. Many pharmacists hesitate to do this because when they have tried it they didn't meet with very good success, so lost interest. Of course you don't want to exceed the bounds of good taste and suggest too many articles, but you can suggest one or several and meet with success. Perhaps the customer may not buy them just at that time, but it gives you a good chance to talk up and display the goods and on the next visit of the customer he will purchase some of them.

To quote an example from the writer's own store--lady purchased a tooth brush, started to leave the store, the display of toilet goods in a show-case attracted her, she stopped for a few seconds to look in the case; the clerk rushed over to the case, took out a fifty-cent jar of face cream which was enjoying a big sale at that time, told a little story about its qualities as a skin food, and remarked that "it was being advertised in all the women's magazines." She said: "I've seen the ad. in one of my magazines, it must be good, but I don't believe I'll buy it to-day, but may later." The very next day, she came in, asked for the clerk and said: "I want a box of that face cream you showed me yesterday." All he had to do was to do it up; his little story of yesterday had done the business.

About that time a similar case happened with the same clerk. A lady bought some talcum powder, and when she started to go out the clerk went to the perfume case near the door and said: "Have you heard about this new carnation pink odor? There is a perfect craze for it in New York and the large cities. Just try a little of it." He put a

little on a piece of cigarette paper, and as she had put her handkerchief on the show-case, he asked permission to put a little on that; while the lady was much interested she didn't care to buy, and the clerk didn't urge her any further. It wasn't but two hours later that she came back and bought an ounce of it and later in the week sent two of her friends in for some, and she told the clerk afterwards: "I am glad you called my attention to that new odor, it is just great, I have sent you quite a few customers for it."

You always have an excuse for calling people's attention to new goods, for everybody is interested in the latest thing out. You won't offend customers by showing them an article that is new, popular, and having a big run. They can't help but be interested, even though they don't buy. Never hesitate to show a lady the latest perfume, toilet necessity, or any new invention or patent article likely to interest her; and never hesitate to suggest to a man the latest thing in a pocket cigar lighter, nail clipper, safety razor blades, combination manicure outfit, sanitary washable hair-brush, or any article of value to him. After having sold to customers don't leave the counter until they leave the store. Oftentimes they are attracted by a display on their way out and stop to look at it; there is your chance to think of some article in that display and suggest it to them. They will look at goods if you are there to show them, but they wouldn't have called you out from the back store just to ask a question about them.

Show them up so as to interest her. Act as though she was your best friend and you were doing your best to satisfy her. Sometimes she won't know just what she wants or how much she wants to pay, and will leave the whole matter in your hands.

WORK FOR THE BIG SALE.—If you have been in the habit of talking up \$1.00 fountain syringes try talking up the \$1.50 ones and you will soon find that you can sell a \$1.50 one easier than a \$1.00 one, and your customer will get such better service from it that the price will be only a secondary

matter. What people want in any kind of rubber goods is service and wear and they won't begrudge the extra fifty cents. By telling your customer that a \$1.00 bottle of patent medicine holds twice and a half as much as a fifty-cent size, and that the \$1.00 size is the best size to buy to give the medicine a good trial and see if it does a person good, you will sell the \$1.00 size quicker than the fifty-cent size.

You can sell a twenty-five cent box of your headache powders just as easy as a ten-cent package by showing a customer how much more he gets in proportion. You can work up quite a trade on fifty-cent and \$1.00 bottles of bromo-seltzer, instead of selling a customer several ten-cent bottles. If you have a twenty-five and fifty cent size of a liniment and a customer asks you: "I want a bottle of Ammonia Liniment," say to him: "A fifty-cent bottle be all right?" nearly always he will say: "I guess that'll do." Sometimes he will say: "Is that the smallest you got?" then you can tell him you have a twenty-five-cent size, but the fifty-cent size is the cheaper to buy, as it holds more than twice as much as the twenty-five cent size.

Work for the big sale, make your daily sales as high as you can. This doesn't mean that you are always to unload on a customer high-priced goods if he shows plainly that he prefers the lower priced, but you can easily get him to buy larger sizes and higher priced goods by reasoning it out with him.

Supposing that you have 200 customers a day in your store, exclusive of soda customers. The average purchase of these customers is fifteen cents, so your 200 customers leave you \$30.00 a day. If you can make each customer spend five cents more, then their average purchase will be twenty cents, and your daily sales \$40.00, which with soda sales of \$15.00 or \$20.00 would give you a total business of \$55.00 or \$60.00 a day, which is a nice little business for a pharmacy.

Salesmanship by suggestion, then, increases the average purchase of your customers, resulting in bigger days' business, and with no increase in the selling expense. Don't lose

a customer. If he goes out without buying, analyze what you said to him, and be sure that it was not on account of poor salesmanship on your part, but a condition that could not be remedied, which made him leave without buying.

There is a large clothing store known to the writer, where if a customer leaves without buying, the floor manager steps right over to the clerk and says: "Why didn't you sell to that man?" That clerk must give a good reason for not selling to him, too.

You must not allow a customer to go out by giving him the impression that you are not just as willing to sell him the low-priced goods or the small sizes of an article as readily as the high-priced or larger sized articles. Or to lead him to believe that your whole interest in him is to get all you can out of his pocketbook.

Your endeavor should be to sell the best goods, which usually prove the cheapest in the end. Impress your customer that although the price of a certain article is higher, the quality is much higher, as you can easily prove, and the difference in the value of the high-priced article more than makes up for the difference in price between it and the lower priced article. When you sell a high-priced article your customer is assured of better service, economy, and satisfaction and you, yourself, are assured of a larger profit and a reputation of selling good goods that can always be depended upon. That result is worth striving for.

The people who buy cheap goods do so because they either cannot afford to buy anything better, or they only want to use the article once or twice and a cheap one will suit their purpose just as well, or they have been educated to buy cheap goods and their ideas are prejudiced in favor of them. This latter class you can work on to advantage and should be able to transfer their prejudice in favor of cheap goods to a strong prejudice for medium or higher priced goods. Then they won't drop back to cheap goods again.

Your tendency, then, should always be in favor of selling the higher priced goods. Nowadays the customer wants value,

which he gets in high-priced goods, and although he may temporarily consider the price he will soon dismiss it, realizing that the value of an article lingers with him long after the price has been forgotten.

HOW DISPLAY SUGGESTS PURCHASE.—A fresh, clean stock of goods orderly and attractively arranged in your store, is a strong factor towards making pleasing impressions on your customer's mind, and pleasing impressions suggest a purchase. After showing up a certain line of goods to a customer, those goods should be put back in their proper places and not thrown back in a hap-hazard and tumbled up way. The counter displays should be so placed as to easily catch the customer's eye. The goods should be arranged neatly and be free from dust, because your lady customers often pick up an article from the show-case to look at it, to read the label or the directions, and if the article leaves a big dust mark on their gloves they won't be favorably impressed.

Another thing to think of is a change in the position and arrangement of the goods. If you have a pyramid of assorted colored packages of talcum powder at the lower end of your store and they don't sell, put them up near the door, arrange them in semi-circles, or in oval designs, all of a purple color in one design, all of a red color in another design, then they will look differently to a customer and suggest a purchase.

Here is an instance—a number of purple envelopes filled with violet breath hearts were placed in a nice globe candy jar which was set on a green mat and put on the candy show-case. The display was pretty and neat, but they didn't sell. The envelopes were taken out of the globe jar and put into a shallow pasteboard box, a neat little sign put on them, and then put on the cigar case near the cigarette case. The entire box was sold in a few days. It suggested purchase to those who bought cigars and cigarettes.

Still another example—a handsome card of ten-cent bottles of perfume was placed on the confectionery counter where people couldn't help seeing it; while they admired the card, the perfumes didn't sell. They were cut off the card, put

in a little plush-lined wooden display tray, a white cardboard sign with red letters placed right back of them, and they were all sold in about a week. The perfumes on the card had been seen in hundreds of stores, the display was familiar; while the wooden display tray was not so common and its novelty and the unusual display of the goods made strong suggestions to purchase.

Change the displays in your store often; people don't like to see the same displays in the same place all the time. If your candy case has red crêpe paper and the fancy boxes arranged promiscuously, put in a piece of pink china silk, have it well puffed, not lying down flat, then arrange the thirty-cent boxes in a group in a square design, the sixty-cent boxes in a group formed crescent-shaped, the forty-cent boxes in a group forming a hexagon or octagon; have plenty of open space between each group, price tickets on each group, have nothing on the show-case just above these group displays, then see how much quicker the goods suggest purchase, merely by changing their arrangement.

AUTO SUGGESTION.—Suggestion has been known as a peculiar principle of psychology only about twenty years. Dr. Hudson's publication entitled "The Law of Psychic Phenomena" was offered to the public in 1893 and met with a big sale; also created quite a sensation. Dr. Hudson's claim is that a man has a dual mind, an objective and a subjective mind and that the chief force of suggestion depends upon this dual mind. The objective mind is the everyday working mind. Its means of observation are the five physical senses: hearing, tasting, seeing, feeling, smelling. Its principal function is that of reasoning. It is the mind that judges everything. The subjective mind perceives by intuition. It is the base of all our emotions. It is the place where we store up our memories. It has the power to read the thoughts in the minds of others.

Whenever you think of anything, no matter what it is, it is brought about by impressions that come to you from without or within. They come from without when you see,



P.C.K. EGYPTIAN DELITES
SPECIAL 7/4 FOR 25
EL ROI TAN
HAVANA CIGARETS
ALL SIZES 5 10 25

EGYPTIAN DELITES
The "UTHOST" in Cigarettes

EL EDO
7/4 FOR 25
LA PREFERENCE
ALL HAVANA CIGAR
10 10 25

P.C.K. SHAG
DRY SALT STICKS
2 5 10 25

EXAMPLE OF HOW DISPLAY OF SIGNS STAYS IN PROPORTION TO THE SIGN ANSWER EASY TO QUESTION

hear, taste, feel, or smell anything, they reach you through the five physical senses. From within they come to you by association of ideas or by an act of your own will. Whatever causes them is called suggestion. If caused from the outside it is known as external suggestion, if from the inside, where it originates in our own minds, it is called self-suggestion or auto-suggestion. When you are inspired with a certain thought, it comes under the meaning of suggestion. The strongest form of suggestion is the spoken word, the personal conversation. You receive suggestions from the strong appeal of a politician at a political rally, from the wronged woman in a melodrama, from the love scenes in a play.

Suggestion has great value in business. It is a valuable adjunct to every pharmacist if he has the right knowledge of it. By the right knowledge of it and the right application of it, you can persuade a customer to buy what you want to sell, you can make him think as you do by appealing to his subjective mind. You must work on his feelings to accomplish this. If he sees or knows a thing, you cannot make him think different, because he is thus dominated by his physical senses, and his own reason will dictate his thoughts and actions. Remember he reasons and judges by his objective mind. By appealing to his higher nature—his feelings, his emotions, which are stored in his subjective mind—you can make him think with you, and if you can set aside his reason sufficiently, you can make him do almost anything you want him to do. The subjective mind believes what it is told, if the suggestions made to it are positive. It will not carry out negative suggestions.

You can sway your own emotions, appeal to your own better nature by making suggestions to yourself (auto-suggestion). When you do this speak always in positive words, spoken out loud, and use the present tense. If you have to use future tense set a definite time. For instance, "I will get down to the store to-morrow morning at seven o'clock to trim that Christmas window." In order that your thoughts should be positive thoughts, refrain from using negative words, like

no, not, nothing, never, neither, nor. It is a familiar saying and a true one that "As a man thinketh in his heart, so is he."

Remember that your subjective mind has absolute control over your bodily sensations, functions and conditions. If you wish to develop a certain quality in you, practise auto-suggestion, concentrating all your thoughts on your auto-suggestions, and you will be surprised at the result. Say to yourself: "I am perfectly able to accomplish this task, I can do it, I will do it right now," and when you talk to yourself like this you will wonder at your own strength.

You can direct the thoughts of others by external suggestion and your own by auto-suggestion. You know that almost every man has some hobby or weakness, and is very suggestible in the line of his habits or preferences. A traveling salesman once told the writer that he could never sell to a certain pharmacist, never could even get an audience with him until he found out that the pharmacist had a hobby for dogs, especially hunting dogs. So the traveling salesman studied up the different breeds of hunting dogs, interviewed all his huntsman friends, prepared a nice little hunting dog story, then went to see the pharmacist, and had no trouble landing an order. The pharmacist always gave him an audience after that and also an order every time he called.

Find out your customer's hobby, whether it be music, painting, literature, fishing, baseball, hunting; then by putting the right suggestions to him you can easily guide him through the four states—attention, interest, desire and resolve to buy. If you know a customer of exalted ideals he will respond to lofty motives.

THE DUALITY OF THE MIND.—The duality of the mind is easy to understand if you will just remember that the objective mind takes notice of the visible objective world through the five senses. It is the mind you use every day to work with, to compare, reason, and judge with. It is controlled by positive knowledge, by external suggestion. Your subjective mind is the seat of your emotions, memories, feel-

ings. It perceives, intuitively. It reads others' thoughts and performs its greatest achievement, when the objective powers are in abeyance. It is controlled by continued suggestion from your own objective mind or that of others in proportion as the objective senses are disengaged.

When you call a customer's attention to the soft texture of a surgeon's silk sponge he feels of it and his objective mind receives impressions or suggestions through the senses of seeing and feeling. The suggestions are from without, external suggestions, and appeal to his intellect, his reason, qualities of his objective mind.

When you show a lady a box of new stationery, explain how highly it is esteemed by the best judges, and convince her that stationery reflects a person's character, then draw a mental picture of her writing her invitations and notes of acceptance on high-grade stationery, which reflects her high degree of character; in this instance you work upon her feelings, her thoughts are centred inward, her emotions are aroused, you have appealed to her high ideals of character, you have caused action of her subjective mind, the seat of her emotions.

When you read a good book you feel for this or that character in it, because your emotions were aroused. An orator moves his audience to tears, he preys upon their emotions, he makes them feel with him. He and his audience are always in sympathy with each other. Salesmanship by suggestion should have for its ultimate object to arouse the feelings of the customer. You must make him feel with you if you want him to act.

LAW OF MUTUAL BENEFIT AND NON-RESISTANCE.—When you and your customer meet, if you are both in a positive mental state you cannot reach an agreement. If he becomes negative, you then have harmony of thought. The mind, sensibilities, and will of both you and your customer must harmonize. Positive and negative forces are familiar in the cases of the positive and negative poles of electricity, and the principle of the magnet. Nothing can be gained by oppos-

ing a customer, by rousing a spirit of antagonism in his nature. The principle of non-resistance is what wins success. As long as he buys your goods, let him have his own way, let him think he is shrewd. Don't pick him up on everything he says. You have his money. You have made your profit.

The object of every sale is to supply the customer's wants. It is a mutual obligation. You give a certain article to your customer in exchange for money or its equivalent. You should see that value is given for value. The principle of equity is involved. The law of mutual benefit should be observed. Your business will be better and more lasting from its observance. When you make sales always keep in mind the law of mutual benefit and the law of non-resistance.

CHAPTER XXX.

MENTAL LAW OF SALE.

THE goal to reach for in selling goods is the decision and action of your customer. You want him to reach a decision to buy an article, then act on that decision and buy it. You must aim at his will, which is the power that chooses and decides. You can reach his will through his intellect, with which he thinks; his sensibilities, with which he feels. Keep in mind those three points and remember that you can only reach his will either through his intellect or through his emotions. As a rule you will have to win over to your side both his intellect and his emotions, before you can make his will act the way you want it to act.

When your customer buys an article from you his mind must traverse through a mental path of four stages, viz.: Attention, Interest, Desire, and Resolve to Buy. This is not a new law, but one that has been in force ever since goods have been sold, but was not formulated until Mr. Sheldon made it a strong feature of his Science of Successful Salesmanship. He terms it the Mental Law of Sale, and it is the keynote

of his whole instruction. To successfully operate the mental law of sale, is directed a large portion of his course in the Science of Successful Salesmanship.

You want your customer to buy something, and you want him to be satisfied with his purchase, therefore when the sale is completed both you and your customer are mutually benefited. You haven't hypnotized him, but have merely influenced his will to act and choose intelligently. You have been a real help to him. You gained his confidence, which is an absolutely necessary step to make you a successful salesman.

SECURING ATTENTION.—Now let us take up the first step in the sale, securing attention to the goods you want to sell. March's Thesaurus Dictionary defines attention as "the direction of mental powers to any specific object, "steady application of the mind to a specific object." The verb attend means "to fix the mind upon." The definitions show us that your aim should be, "to fix your customer's mind on the article you want to sell him." "To obtain his intense, profound, diligent, exclusive attention." Don't make the mistake of attracting his attention to yourself, get him to bend his whole mind on your goods, then you are positive that he will pay attention to what you say.

Haven't you often gone into a clothing store and the clerk who waited on you never even gained your attention, but took your order and let you walk out? You probably couldn't remember a word he told you about the collar or shirt you bought. The clerk probably had no organized, systematic selling talk and was content to remain in the ranks of an order taker. You can recall many traveling men who called on you the past year and never gained your intense, exclusive attention.

One of the first essentials necessary for attracting your customer's attention is your ability to read him, to size him up, to measure him mentally, to read his character. Knowing him, you must know yourself and have faith in your own ability to inspire your customer's confidence. You must also

be well schooled in the analysis of your goods, so there will be no hesitancy in gathering your necessary material to relate to your customer. This is an important essential.

Granted that you have reached this point, the next thing is what to say to him. No iron-clad rule can be given as to what you should say to him. It depends upon the environment, the person you are talking with, and here is where you have a fine chance to test your judgment and tact, your initiative, your intuitive feeling. Your words should be well chosen, your speech clear and distinct, without undue haste, and the description of your goods not too long drawn out, and not too much like a set speech. You are not giving a monologue, but a simple statement of facts in an easy, natural way.

Your introductory remarks and the display of the article ought to secure the customer's attention. Don't go ahead with your first selling talk until you have your customer's exclusive attention. That rule is important, don't overlook it. Nearly every human being is curious; perhaps there is some feature of the article that will arouse your customer's curiosity, that is a good way to secure his attention. Haven't you noticed how easy it is to arouse a customer's curiosity over a new novelty, or a new style of a package? By having it in a show-case and merely saying: "Have you seen the latest?" he becomes curious and the article has his exclusive attention until his curiosity is satisfied. He will say: "Well! that is pretty slick, what will they get up next, I want one of those, how much are they?" If it is a new style of package for sifting out talcum powder, or squeezing out tooth paste flat like a ribbon, he will say: "There is certainly some class to that package, it prevents waste, too, I'll just take one of those with me now, the man that got up that idea had a good head on him."

There are no ends to the number of openings at your disposal for attracting your customer's attention by asking him questions and showing him articles to arouse his curiosity. When he comes in intending to buy a certain article, to which

his attention has already been attracted either by your window display or newspaper ad., then it ought to be easy for you, by treating him courteously, to quickly place him in the position to resolve, you can win him over to buy some other article.

To secure his complete attention you must cause a change in his mental attitude by appealing to his intellect and sensibilities, through either direct or indirect suggestion. The physical senses afford the best means of carrying suggestions to your customer's mind to compel his attention. Get him to *smell* of a freshly opened box of Havana cigars, to *taste* of a piece of crystallized ginger, to *feel* of a surgeon's silk sponge, to *see* a pretty manicure set, to *hear* the latest phonograph record.

AROUSING INTEREST.—The second step in the sale is to arouse interest. Interest is defined as "personal concern about a special object, that already occupies our attention." It is plain, then, that we must touch a customer's personal feelings or concern; to make him "find out about" the article to which we have already secured his attention. Interest is attention prolonged to the point of touching the feelings, it bridges the gap between attention and desire. If you can win and hold his attention and work him up into a state of true interest, you are already making rapid progress toward persuading him to buy. Now comes your first selling talk, which is built up on your analysis of your goods. You are to describe the article. To go into its details and tell your customer all the features of it that you feel will appeal to and interest him. Sometimes you can work in a few questions to good effect; but don't use them too frequently in the first selling talk.

One like this would be all right, as it would emphasize a point in your description. You are showing a customer a new style nursing bottle; you ask her: "Do you ever have any trouble with your baby at night? Does he pull the nipple off and spill the milk all over himself and his crib?" This question she can answer with one word, yes or no. Then you

can explain the new attachment which clasps and holds the nipple securely in place, preventing its removal. You are here showing her how she can save herself all that extra trouble and loss of time, and rid her of what had become a perfect nuisance. You are appealing to her self-interest, the strongest kind of interest that exists. You can play at will along the whole scale of her feelings, once you have touched this chord.

To arouse interest, remember to prolong the attention already secured, use a descriptive form of language, select the points of your article that in your judgment will "take" the best with your customer, state these points in a forceful way, summarize your description with questions, easily answered, the object being to get your customer to agree with you.

CREATING DESIRE.—The next step is creating desire, which is the basis necessary for a resolve to buy. Desire is defined as "a longing, eagerly and anxiously, for a real thing, not possessed." You have a real article to sell and you must create a longing for it. You must make him eager and anxious to possess it. If he tells you that he doesn't need it now, tell him how much it will benefit him, and he might just as well be enjoying those benefits now. That will start up a little blaze of desire, then keep fanning it until it sets him on fire. Use for your fuel the points of your analysis of your goods that you haven't used up to this point, emphasize and drive home the strong points of the description that you have already given, paint word pictures, give illustrations.

Use a few questions like "Don't you think it is a beauty?" "Do you wonder that this article is a big seller?" Direct some of your questions to the intellect, some to the emotions, some to both. Get your customer to taste, feel or smell the article. Let him satisfy himself that everything about the goods answers your description.

RESOLVE TO BUY.—The last step, the ultimate object of the sale, the resolve to buy, next faces us. Many pharmacists can get their customers as far as this point, but fall down

right here. They don't seem to know how to "clinch the deal." How to get the customer to say: "Go ahead, do it up, I'll take it." The writer has a friend, manager of a large music concern, who said: "I have to close about every sale that is made. My piano salesmen seem to get plenty of prospects, work them up to where they are about to buy, but don't seem able to close the sale, to get their signature to the piano lease. "If I didn't step in right then the sales would be lost." That is quite a common complaint about salesmen, they can make "almost" sales, but not complete ones.

If you cannot get your customers to close the sale to-day, create such a strong desire in them that they will come back in a day or two. "Buy it to-day" should be your slogan. If you have created a strong desire you ought to get them to resolve to buy. March's Thesaurus Dictionary defines resolve "to determine," further it explains, "to determine is more truly an act of the judgment, to resolve is an act of the will." What you must do then is to make your customer's will act. His judgment determines that he should have your article and his will acts at once, which makes the sale complete. The will is the natural outcome of desire. If you can make desire strong enough your customer's will is sure to obey and "come into line."

PSYCHOLOGICAL MOMENT.—When it reaches that stage we have the much talked of "psychological moment." When that "psychological moment" arrives, then, it is time to stop talking. Don't talk so much that you will talk him away from it after you have talked him into it. When the psychological moment arrives, close the sale, whether you have told all your story about the goods or not, save the rest for another day. You have told enough to close the sale, and that is what you started out to do.

Just when you are ready to close the sale you don't want any interruption. If your clerk asks you something just then, if one of your friends hollers out to you from near the door, another customer enters and walks down near you as if he wanted you to wait on him, somebody wants you on

the 'phone, any of these conditions might spoil the sale. A person's mind is changeable. Your customer might resolve just a minute before to buy, but the interruption has taken his attention away temporarily, and he is just as firm not to buy, at least not to-day.

A trained salesman "feels" that the "psychological moment" is near. He has an intuition of it. You can detect it if you watch closely. Your customer's eye movements or facial expression may show its near presence. You can tell sometimes by the way he hesitates or when he says: "I don't believe I ought to get this," which usually means that "I do want it, but I can't make up my mind to it." When he talks like that just say: "Our minds seem to run in the same channel. I know you want this article and you know you want it, so let me do it up for you."

A few general suggestions for closing a sale are—have your methods, your statements, your suggestions, accurately positive. You have confidence and enthusiasm, so you want to make your customer feel as you do. Watch for the "psychological moment," have plenty of reserve material ready and always use in your summary, the points that appeared to interest your customer when you first mentioned them. If one certain point interested him, bang away on that one. Have your telling talk short, rather than lengthy.

CHAPTER XXXI.

SELLING TALKS.

To carry your customer's mind through the four steps—attention, interest, desire, and resolve to buy, you should divide your selling talk into four divisions. A. The introduction. B. The first selling talk. C. The second selling talk. D. The third selling talk. The introduction is to attract attention. The first selling talk is to arouse interest. The second selling talk is to create desire. The third selling talk is to make your customer resolve to buy.

The introduction depends upon the customer and the circumstances of your meeting with him. It is a good plan, though, to write out in advance the several different ways of greeting your customer and showing him a certain article. If you memorize a few different forms of introduction, you will always have one of them handy to use when occasion requires, or when you cannot make up one instantly, to cover a certain circumstance. Remember the object of the introduction is to attract your customer's attention. So learn how to do it in a nice way, either to the goods he wants to buy, or to other goods that you want to suggest to him.

Your first selling talk should be in the nature of a brief descriptive sketch of the goods as shown by your analysis of them. It should arouse interest by appealing to your customer's reason and judgment. If you employ the right suggestions you will often be able to close the sale with your first selling talk, and not have to use the rest.

Sometimes your customer may want to buy before you have finished your first selling talk. If so, let him buy at any point, the sale is what you want to make, and the earlier in the talk you make it the better. While the first selling talk is primarily to arouse interest it should be used to persuade your customer to buy, if possible. Many times you do not have to tell all about your article to sell it, so don't attempt to do it.

You must employ synthesis in your first selling talk. Synthesis you remember is the putting together of different things to form a whole. You must put the different points of the article together so that they will follow each other in logical order, each point bearing some relation to the point mentioned before, all fitting together so as to make a synthetic description. Go it easy at first, get your customer to agree with you, don't strike the heavy blows first. Have your first talk a general one. Merely outline the many different points of the article without going into details, keep the price until the end of the talk.

The customer may interrupt you at times, but try not to

break up your story. If the interruption is very long, revert back to the point where you left off. Sometimes he will ask the price before you get to that point in your story, so it is easy to tell him that "You will get to the price in a minute." The point is, not to be led too far away from at least your general story of the article you are selling. A nervous customer is hard to handle, he keeps butting in every other word, but you should try to keep him from going too far with his interruptions.

Most pharmacists fall down on their introductory and first selling talk. Nearly every pharmacy you enter and ask for an article the pharmacist doesn't seem to know how to start to tell you about it, and when he does you have to keep asking questions about it to learn what you want to know about it. If you ask for a tooth brush it will be put on the counter and you can help yourself, no story is told about it or about the better grades handled by the store. Have a tooth brush story ready, tell the same story about it to every customer that asks for a tooth brush.

The second selling talk should be more of a complete picture of the article than the first. That is, you should fill in to the general outline or sketch of your first selling talk with all the details of the article as a basis for your second selling talk. Repeat the main points of the first talk, and go more into details. Make suggestive arguments, speak more forcibly and more positively than before. Try to do most of the talking, making your customer act as a good listener. The second selling talk is to create desire. It is an enlargement of the first. It is filling in and adding to the framework of the first. As in the first talk, keep the prices until the close of the second talk. The first talk was but the proof of the picture of your article, the second talk is the finished picture and should bring about a resolve to buy.

If your second selling talk hasn't closed the sale, if the psychological moment hasn't arrived, you still have in reserve your third selling talk. You have already given your recital of the merits of the goods as brought out by analysis and

synthesis, so in your third talk your manner should be persuasive. You should now draw your customer out, get him to talk. That is about the only way left to you to find out why he don't buy the article. Here is a chance to employ your versatility and reserve power.

The objects of the third selling talk are: 1. To show your powers of persuasion. 2. To teach you not to talk too much. 3. To test your reserve power, to see if you can talk enough. The first two selling talks should, as a rule, close the sale. Of course it is impossible for you to always use these four forms of selling talks with every article you sell, but you will find that you can apply it to many specialties, new articles, and especially to holiday goods.

SALESMANSHIP AS AN ART.—The definition of art as given in March's Thesaurus Dictionary is "The practical application of knowledge." Again it is "A system of rules or accepted methods for accomplishing some practical end." Salesmanship as an art, then, deals with the practical application of the system of rules and principles of the science of salesmanship to the experience of practical business. Art is "doing a thing." Science is "knowing a thing." Science is defined as "systematized knowledge." Again, as "knowledge gained and verified by exact observation." It is "systematized knowing." An easy way to remember the distinction between science and art is this—science is "knowing,"—art is "doing."

The purpose of all art, whether music, painting, sculpture, oratory, drama, or salesmanship, is to appeal to a person's intellect and emotions by pleasing impressions directed toward cultivating his sense of the artistic and beautiful. It is the aim of a good pianist to make pleasing impressions upon his hearers, the singer's aim is the same, also the orator's, the actor's. Your aim should be the same when selling goods to your customer. If you can offer the proper suggestions appealing to your customer's intellectual and emotional nature, you are sure to win his confidence.

The personal element is strong in salesmanship. If you

have a thorough knowledge of your goods, the ability to read human nature and know your customer's wants, a pleasing personality and an intense, engaging and always ready manner of speech, you never ought to lose a sale. All these qualifications can be cultivated. Your personality, voice, speech, manner, action, and personal appearance can be so cultivated as to assure your making pleasing impressions upon your customer. It goes without question that to make a pleasing impression you must be careful of your appearance. Your store coat must be neat and clean, your clothes business-like. "The apparel oft proclaims the man" is as true of store clothes as of street clothes. A customer won't have a very good opinion of you or your goods if your appearance or that of your clerks is untidy. It is almost as bad to have them too gaudy. While you want to look well, remember it is the goods you want to interest your customer in, not yourself. Fancy language is just as much out of place as fancy dress.

Select your words carefully from your own vocabulary. Use words that are sanctioned by good use. "Words are the names by which good use has agreed that we shall describe ideas. In our choice of words we may never stray beyond the limits of good use. In judging whether a given one be admissible we may better ask ourselves whether it is a barbarism—a word not in the language—or an impropriety,—a word used in a sense not sanctioned by good use—if neither we may accept it.¹

Haven't you often gone into a clothing store and had some clerk wait on you who tried to use every fancy word he could get hold of, and the mess he made of it only showed you that he was trying to "put on," to "show off," to be so "extra nice?" He didn't make a good impression on you, and you won't make a good impression on your customer if you try to act in a like manner.

Be natural, use words that you are sure about, then you

¹ English Composition, by Barrett Wendell. Chas. Scribner's Sons, N. Y.

won't get all mixed up in your selling talks. Build up your vocabulary, write down and look up every new word you come across in your daily duties or in your reading, then in a few months you will be surprised at the addition to your vocabulary.

Several pocket editions treating of the more common mistakes in English, can be procured at small expense. What time you devote to them will be profitable. A good speaking voice is an asset. If your voice hasn't a pleasant sound it can be greatly improved with a little practice. Cultivate a mellow, sympathetic, persuasive tone of voice. Always speak in positive terms by inflecting your voice downward. Have a purpose for every pause. Dead pauses are dangerous. Don't break off short in your talk. Talk to the point. Don't digress.

Keep the subject of thought to the front as much as you can. Don't wander off into some line of argument, entirely foreign to your subject. State your thoughts clearly. Always have a thought clear in your mind before you try to express it. Clearness in thought aids clearness in expression. When describing an article use particular terms, as description applies to particulars. Use general terms when speaking of a general class of articles.

Let your face and eyes speak the enthusiasm and confidence you feel for your goods. Facial expression gives meaning to your spoken words. It emphasizes them. A cold, lifeless-looking face doesn't possess magnetism, neither does it typify enthusiasm for your goods. The eyes are the windows of the soul, they are alive, they give meaning to your talk. The first thing a woman notices in a man is the color and expression of his eyes. After you have waited on a woman customer it is pretty safe to say that when she goes out she knows the color of your eyes and their expression. If you smile naturally, do so, don't put on a sickly grin or a forced insincere smile. Be yourself, don't try to seem like somebody that you cannot impersonate.

You can make a good salesman out of yourself by

plugging hard, digging down to the vitals, knowing how to tell the truth about your goods in the most natural, easy, pleasing, convincing way. The sum of your knowledge of your goods and your knowledge of human nature, both of which you have diligently studied, will furnish you with the proper means of victory in making sales.

Most pharmacists lay so much stress on the buying of their goods that they have relegated to the rear the importance of selling them. They energize more in the buying than in the selling, even though no profit can be made until the goods are sold. If you buy goods ever so cheaply you do not realize your profit unless you can sell them. Right buying is essential to success, but all your strength and time shouldn't be devoted to the buying end at the expense of the selling end. A brain-fagged man cannot sell goods.

Selling is the important thing. Buying is a necessary detail. Goods on your shelf are not worth what you pay for them, but what you can sell them for. Just try to turn some of your slow sellers into cash on short notice and find out for yourself. Sometimes it requires as much ability to sell a woman a dozen souvenir post cards of your town as it does to be superintendent of a street railway company.

To sum up, to be a good salesman, you must know yourself, your goods, your customer. You must cultivate self-control, sympathy, politeness, cheerfulness, tact, and develop your character. Have enthusiasm for the goods you sell, know their parts and uses, assemble convincing selling point stories of them by making a thorough analysis. Treat your customers as if they were guests at your home and don't forget kindness and attention to children.

Be ever alert with suggestions to customers, and work for the big sale. Show high priced or medium priced goods first. Stay right with the customer until he leaves the store. Keep in mind the value of auto-suggestion, and the method of influencing your customers' minds to purchase what you want to sell them. Remember also, the law of mutual benefit. See that value is given for value.

The mental law of sale, consisting of the four stages—attention, interest, desire, and resolve to buy, is the keynote of all salesmanship, and the writer suggests that you pursue still further the study of this important law as so ably presented by Mr. Sheldon in his course of *The Science of Successful Salesmanship*.

Prepare your selling talks with great care and familiarize yourself with them, so that you will talk naturally and not as though you were delivering a set speech. You must be natural to be convincing. Learn when to talk and when to stop talking.

The two divisions, buying and selling, form the central idea upon which this whole treatise is written. Everything treated in the chapters before and the chapters coming after, bears some relation to buying and selling. All commercial pharmacy depends upon these two important subjects. Read and study these two divisions again and again. There is more in them than you can grasp in one reading. The time you devote to them will bring you good returns in dollars and cents.

PART III

PHARMACY DEVELOPMENT.

DIVISION VIII

ADVERTISING

CHAPTER XXXII.

THE PURPOSES OF ADVERTISING.

ADVERTISING is a form of salesmanship. It is salesmanship by the written method. In salesmanship you talk to your customer personally, you employ the personal conversation to acquaint him with the merits of your goods, and to sell him your different articles. Now, the purpose of advertising is just the same as the purpose of salesmanship, to sell goods. The difference is that you employ the written method, the printed words, in advertising, in place of the personal conversation, the spoken words, as in salesmanship.

Pin it firmly in your mind that *the purpose of advertising is to sell something*. This simple truth is very often lost sight of by the average pharmacist, and for that matter, is quite often overlooked by the experienced advertiser. To advertise is—"To make known publicly," it is—"to make public by advertisement." An advertisement, then, is—"A notice to the public, as in a daily newspaper." In treating of an advertisement it is usually designated by the abbreviated form ad., so hereafter in this book, all reference to the word advertisement will appear in the shorter form ad.

CUMULATIVE EFFECT.—All your advertising, if good, should not be limited to a single ad. in exploiting a single article, but should have a future or cumulative effect. Cumulative means "heaped up," cumulation is "The act of heap-

ing or massing things together." When you write an ad. about a certain article you cannot give prominence to all its features in a single ad., so you emphasize one strong feature in one ad.; another in the next; another in the third, and so on through a series; so that each succeeding ad. gives the reader a more thorough acquaintance with your article; and this "heaping up" and "massing together" of the different arguments, as they appear in your successive ads., produce the cumulative effect of the series. Then, too, the cumulative effect of the repetition of your claims leads the people to believe them, even without further investigation.

Although you expect immediate returns from your separate ads. You may advertise a hot-water bottle, you cannot expect steady patronage of all the people that are attracted by your ads. You may advertise a hot-water bottle, you cannot expect to sell but one to a family during the winter, but that family may show it to their neighbors, tell them how good it is, then they will buy one, and their purchases will not be confined to hot-water bottles, but will extend to other articles in your stock. Good advertising backed up by good goods assures continued steady patronage, and that is what you want. Ads. prepared for immediate sales are an asset for the future also.

You should advertise continually, because your advertising builds up a strong confidence with the public for you and your goods; they learn that your ads. are truthful claims of the quality of your goods. Your ads. are like so many salesmen trying to sell goods for you to the public, and should you withdraw your ads. you would be in a position similar to that of a manufacturing concern withdrawing its salesmen from the road. Your sales would soon fall off, your customers would wonder why you stopped telling them about the quality of your goods and might infer that the quality of the goods you now handle are not as good as those handled formerly, for if they were you wouldn't have stopped telling about them.

Furthermore, your withdrawal from the advertising field leaves an opening for some new enterprising pharmacist to

step in, advertise and get your customers. Every new pharmacy that starts up and advertises, must get its customers from pharmacies already established. It will attract yours if you don't make an effort to hold them by continuing your advertising and making it stronger. If you do that you make it plain to your customers that you appreciate their patronage and want to hold it by carrying quality goods and informing them of the fact through your ads.

If you have two or three articles which you have made for you, have them trade-marked, then advertise them under the trade-mark name. This will distinguish the article from any other on the market and you can be sure of many repeat sales for it. A good soap, a good ointment, a line of chocolates, a cold cure, a cough cure, a greaseless cold cream, would be good articles to trade-mark. You can register your trade-mark in the Patent Office at Washington or you can establish it with the public through advertising. The courts protect a trade-mark established in this manner. A few good trade-marked goods of your own would be a big future asset to your business.

CHAPTER XXXIII.

ADVERTISING MEDIUMS.

PERSONAL MEDIUMS.—The strongest form of advertising is the personal form. The spoken word, the personal conversation. When you put up a package of face powder for a lady upon her request, you do not advertise the face powder, but if you suggest that she try the latest perfume "Florodora," tell her all about it, and get her to try a small quantity of it, you act as a personal advertising medium for the perfume. Again, if your customer calls for a bottle of Minard's Liniment, and you persuade him to take a bottle of White's Ammonia Liniment, you advertise the substitute, and act as a personal advertising medium for it. When you enclose counter slips in your packages or place goods on display

in your windows, you act as an advertising medium of some value.

If you hire a High School girl to come to your store afternoons to demonstrate milk chocolate or a new perfume, she acts as a personal advertising medium for the article she demonstrates. The old saying, "The best advertisement is a satisfied customer," is true. The satisfied customer is your most valuable personal advertising medium. He tells everybody how nice your goods and your store service are, and how truthful your claims for your goods. He indorses you as well as advertises you. He persuades all his friends to trade with you. An advertising medium is any means of presenting your selling argument to prospective customers. When you tell a customer of the virtues of your own preparations you are advertising it "by word of mouth."

NEWSPAPERS.—The newspaper is the best printed advertising medium for the pharmacist to use to tell the public about the merits of his goods. Your newspaper ad. is your message to the subscribers of the paper, telling them why they should buy your goods. Many readers of the paper do not know you, yet they respond to your ads. The newspaper affords you an opportunity of getting these people into your store without writing them personal letters or sending them circulars. If you want to reach them quickly you can prepare an ad. this afternoon for insertion in to-morrow's paper; you can get your message quickly to thousands of people, through the newspaper. It is by far the best local advertising medium for a pharmacy. Everybody in your town reads at least one local paper.

If your advertising appropriation is small, select the best paper in your town for the class of trade you appeal to. If in a manufacturing town, and you appeal to the middle and lower classes, the paper that reaches them is the best one for you. It usually has the larger circulation. If you cater to the middle and upper classes the conservative paper of your town, even though its circulation is small, is the best for you. You ought to have a sufficient advertising appro-

priation to cover two papers in your town, one morning and one evening paper, or two evening papers, as the case may be.

You will find some difference in the rates of the two classes of papers. The one going to the workingmen, the masses, is usually of a sensational make-up, and has a higher advertising rate than the conservative paper, but a lower rate per thousand of circulation. That is, you can reach more people at less expense in the workingman's paper than in the conservative paper. The subscription to the conservative paper is usually higher and the circulation small, but more select than the workingman's paper; therefore its advertising rates are higher per thousand of circulation.

What you want to know is "which paper will call on the greatest number of people that you want to reach at the least possible cost?" Try to use both papers if you can, alternating the insertions, but if you cannot do that, be sure and consider the above points of each paper before making your choice. There is always room for an argument as to the relative merits of morning and evening papers. Each is so strong that you ought to advertise in both. Don't flock to one paper because your competitor is using the other one. Get in with him, that paper must give him good returns or he wouldn't use it. If your appropriation is real small it is better to use it in one paper, you will thereby make an impression with a certain amount of people, which will pay you better than to spread it out in two papers, where you will be seen by more people, but not impressed by so many.

BOOKLETS.—Many pharmacists send out booklets to advertise their cigar department, toilet goods department, or their store in general, its service to customers, etc. Your booklet should contain complete information of your proposition and convincing arguments to show why the reader should buy your cigars or trade at your store. Everything else should be left out. Your booklet should not be loaded up with miscellaneous or unnecessary matter. The purpose of your booklet is to sell goods, to bring people into your store. It's object is salesmanship. It is a sort of enlarged ad. and should attract attention, create desire and convince.

The common size of booklets is $3\frac{1}{4} \times 6\frac{1}{8}$ or 6×9 . A booklet $4\frac{1}{2} \times 9$ inches will fit a business envelope. The cover, design, and shape of a booklet affects its attractive power. An odd-shaped booklet is attractive in itself. $3\frac{1}{4} \times 6\frac{1}{8}$ is a good size for you to use, because it can be mailed with your regular letter. Your booklet will create desire by arranging the selling points in logical order, emphasizing them with a few illustrations. The illustrations and testimonials should be sufficient to convince your readers of the merits of your article, or the truthfulness of your claims. Have a talk with your printer, he is well posted on booklets. Get a dummy from him, the exact size you intend the finished booklet to be, then design your pages, mark out the spaces for your cuts.

A good idea to follow is to write what is called "page for page" copy. That is, have one idea or one write-up complete on one page. The heading at the top and the argument completed at the bottom. This will give you a headline at the top of each page, instead of having it appear in different places on each page, as would be required if the "run over" style of writing was used. Booklets should always be of eight pages or a multiple of eight, as they are folded on a machine which folds a sheet into four, eight, or sixteen pages. Six, ten, twelve, fourteen pages can be folded by hand, but is too expensive.

FOLDERS.—A folder is usually printed on a four or six page sheet. Sometimes it is known as a two-fold and a three-fold sheet. It is really an abbreviated form of a booklet. Folders are inexpensive mediums. They are useful in stimulating your customers. They wake them up. You can get good results from folders by sending them out at Christmas time, exploiting your line of holiday goods in general, your line of cigars in holiday packages. A folder sent out at Easter time usually brings good results. It can exploit Easter stationery, Easter perfumes, novelties and specialties.

CIRCULARS.—A neatly printed and well worded circular issued twice a year, say at Springtime and in the Fall, is a good medium for you to employ to remind your customers, present and prospective, that you are anxious for their pat-

ronage and willing to serve them in the best manner possible. It is a good plan to publish an anniversary circular each year, especially if you conduct anniversary sales.

STORE PAPERS.—This is the term given to the paper issued monthly, quarterly, semi-annually by a pharmacist and either published by him personally or by syndicates for him. In addition to containing your ads., it should have additional matter of general interest to your customers. Your store paper should do for you what the house organ does for the large manufacturer. If you publish your own you can get many good ideas from such house organs as Johnson & Johnson's Red Cross Messenger; Parke, Davis & Co.'s Modern Pharmacy; Frederick Stearns & Co.'s The New Idea.

THE FORM LETTER.—To advertise some special article of your own make, the form letter is a good medium. Instead of writing separate personal letters to your customers, you can write one good, strong letter, have it duplicated by the hundred or thousand, and send it out to your mailing list. The main point of a form letter is its personal tone. Don't write it in a general way. Write it just as though you were writing it to one man, not to a group or class of men. Put your soul right in it, your enthusiasm, infuse your personality into it, so that the recipient will be moved to action as quickly as if you had spoken to him personally. "Every man in this city should have a box of our antiseptic ointment," is weak compared with: "You, personally, ought to try our antiseptic ointment." The party addressed will in the latter case feel that you are writing to him personally, and not to several hundred men in town. You must have your form letter personal in tone to get effective results.

Form letters should answer the three requirements of a good ad. (1) *Attract attention*, which of course it does by its neat appearance and by being addressed to the party for whom it is intended; (2) *Create desire*, which is done by your vivid description of your goods and the advantages to be derived from its use; (3) *Convince* so as to *get the order*, by enclosing testimonials or mentioning the wonderful results

it has accomplished with your customers, also stating the price and that you will mail the article if he cannot conveniently call.

Look over all your form letters before sending them out to see if they lack those three essentials. As many of your customers are business men, who usually detect a form letter at a glance, you should take great care to see that your form letters are printed with special attention to such details as the filling in of name and address. This requires the use of a typewriter ribbon of the same color and shade as the body of the letter. The letter, of course, should be printed with imitation typewriter type. If you have a typewriter in your store you can write a letter on it, then send this letter to your printer so he can match the color of the ribbon on your typewriter. Or, if you are not going to do the addressing yourself, have the letters and addresses printed on the multi-graph machine. Multigraph letters can now be made with the names and addresses so perfectly matched, that it is almost impossible to detect them from original typewritten letters. The same margin appears in the address as the body matter, also the same spacing between the lines.

Take particular notice of the next form letter you receive and see if the details are carried out. The writer received several form letters in which the address was of a bright purple color and the body of the letter a faded blue. Furthermore the address did not begin at the same margin as the body of the letter. Many form letters are sent out without the address, having merely the word Sir:— or Dear Sir:— These are not personal. They are too general, and when you receive one of these you feel that hundreds of others are receiving them also. If you understand human nature you will readily see that to have the suggestions in your letter effective you must make your letter personal in tone. Compose it just as though but one person was going to read it.

A general formula for the composition of a form letter is this—the opening of the letter may be in the form of a question, or a series of questions, to call attention to your

article, then following with a clear description of your article, presenting its main selling points arranged in a logical manner, then close with the suggestions that the reader will benefit by using your article, and the time to try it is right now, mention the price and offer to send your article if the reader cannot call.

Your form letter, if built on this formula, should force the sale of your article. Make your closing paragraph strong, so as to produce immediate action. You ought to be able to say all that is necessary in 150 words. A form letter of 150 words, ten words to a line, with the fifteen lines well arranged and properly spaced and paragraphed, will attract almost anybody. If the proper presentation of your proposition requires more than that, use more, but keep as near 150 words as you can.

The strongest selling point of your article may occupy the centre of the letter and be underlined or given prominence by double spacing above and below the line. A person receiving a form letter will usually glance at the opening paragraph, the central display and the closing paragraph. That is, he takes the letter in at a glance. If those three points attract him he will read the whole letter. Sometimes the address in a form letter is written at the end of the letter, in the lower left hand corner of the sheet. This is done to avoid matching. It is a good idea to send form letters to new arrivals in town. To avoid waste circulation they should be sent to possible buyers.

STREET CAR CARDS.—These are 11 x 21 inches in size, placed on both sides of a car between the windows and the roof. They are principally used by general advertisers to supplement their magazine and newspaper campaigns. The chief advantage of this medium for a pharmacist is that the car containing his card carries the passengers right to his door. If you use a street car card it reminds your customers to go to your store upon leaving the car. It is a reminder of something you have advertised in your newspaper space. A car seating fifty people may carry several hundred passengers

a day, so it is obvious that the number of people that ride in the car constitutes the circulation of your ad. in the street car card.

In the big cities street car cards are used by the large department stores, some of them changing the cards daily to inform the shopper of the daily specials. If your store is in a large city you can have your car card in the cars that pass your store, coming from the section of the city where your store draws from. If in a small city, you can buy a space in every car operated by the company.

The cards are usually printed in three colors and are quite expensive. You can economize by purchasing at one time a large supply of car cards with pretty colored borders, and in the blank space you can have your several offers printed, running a different special every week or two. You will get better returns by advertising in street cars in the winter than in the summer. In the winter the customers sit facing the cards, and in the summer they sit in open cars facing to the front, and when they look to one side it is usually to admire the scenery rather than read your car card. The long-distance cars, traveling from city to city, are equipped with seats facing to the front, so the best spaces on these cars is at either end of the car. If you go into the street car advertising scheme all these points must be considered if you wish to get the best results.

BILL BOARDS.—The selection of this medium requires great care. In the first place you must use only the bill boards in the locality from which your trade is drawn. The circulation of a bill board is the number of people who pass it. You want it, then, where the largest number of people that you desire for customers will pass it. Bill boards give greater returns in summer, owing to the fact that they are readily seen from open street cars, automobiles, etc.; they are less apt to be damaged by the bad weather; they are seen by more people, due to the attractions of outdoor life.

The poster used is a "three-sheet," 84 x 42 inches. Posters with blank spaces for inserting the merchant's name, are

carried in stock by some of the large lithographing concerns. Some manufacturers will furnish posters if the dealer will pay for the posting. You can buy display space on a bill board from a bill posting company for a stated period just as you buy newspaper space. You furnish the posters, the bill posting company puts them up and sees that they are kept in good condition for the period agreed.

Your poster should not have much matter. An illustration of the article, its name, a few words about it, your name, is about all a poster will stand. When you shoot by it in an auto going from fifteen to thirty miles an hour, or on a trolley car going fifteen miles an hour, you get but a brief glimpse of it. A poster well gotten up, posted in a conspicuous place, is sure to be read. They are more commonly used by clothing, shoe, and furniture dealers than by pharmacists.

PAINTED SIGNS.—These mediums are similar in effect to posters. They are not so easily affected by the bad weather or mischievous boys. Their life is longer than that of the poster. To get successful returns from this class of mediums, which includes, also, enameled and tin signs, steel signs, waterproof cloth signs, you must place them in good locations. On bridges, at turn-outs, cross roads, and at stopping places of electric cars. Most cars stop at sharp curves and automobiles slow up at such points, so those locations are good for painted signs. The principal points along State roads are good to catch the farmer's eye when he comes to town to sell his products. All outdoor advertising must be refreshed every once in a while. In New York immense sums are paid for the rental of the side of a building for the use of painted signs. To make painted signs effective, then, they must be in locations where they will be seen by the greatest number of people, the matter must be catchy and consist of short sentences or commands, and the signs must be kept in a fresh condition at all times.

Electric signs are good advertising mediums, as Broadway in New York, "The Great White Way," will testify. The traffic at night on Fifth Avenue has greatly increased since the

windows were flooded with electricity. An electric sign must have a good location and be easy to read to bring big results.

NOVELTIES.—The real value to be derived from the distribution of novelties depends upon their usefulness, suggestive power, and durability. How long will your customers keep them, use them, and will these novelties suggest a purchase of your goods? When you choose novelties always pick out something that will continually suggest to your customer to buy something. Advertising college ices, soda fountain specialties on a fan suggests that when your customer is hot, your cold soda and ice cream will cool him off. The fan keeps suggesting him to buy your soda or ice cream. An aluminum pocket tablet with pencil attached suggests writing tablets, stationery, pocket memorandum books. A leather card case suggests leather goods, a match safe suggests cigars, etc. Always keep in mind, then, that an advertising novelty should suggest a purchase.

Another advantage they have is to gain the good will of your customers. Everybody appreciates an article when he gets it for nothing. Great care must be used in distributing your novelties or you will incur the ill will of those who don't get one. They will claim that their trade is as good to you as any other of your customers, and they should be considered when a free distribution is made. Some pharmacists buy a small quantity of high-priced novelties for their few select customers and a large quantity of inexpensive novelties for general distribution. Others use all their customers alike, buying enough novelties to secure each customer receiving at least one.

A good time to give novelties is at Spring Opening Sales, Soda Fountain Opening Day, Anniversary Sales. Advertising novelties help out your newspaper advertising campaign. The general advertisers, the big mail order advertisers, soap manufacturers, perfumers, patent medicine concerns, use advertising novelties in tremendous quantities. Newspapers use them to increase their circulation and to get more advertisers. Banks are great believers in novelties.

CALENDARS.—This form of advertising is probably the most

commonly used by pharmacists who lean at all towards novelty advertising. The writer sold advertising novelties at one time and everywhere in answer to the question: "Do you use advertising novelties?" came the reply: "No, not very often, but we always get out a good calendar every year." The advertising returns from calendars are small. The writer used them for several seasons, but could never trace any direct results to their use. One reason is that if you don't get out a good one it will be thrown away; another reason is if you do get out a good one, your name will be cut off and the picture part of the calendar framed.

Perhaps your customers will come in and say: "That is a dandy calendar you got out this year, I framed the one you gave me and it looks great." If you try to protect yourself by having your name printed in the corner of the picture in the clouds or in the shrubbery, then you will hear something like this: "Your calendar this year is a beauty, only you spoiled it by putting your ad. in the corner of it, but I put a yellow bow on my frame so it covers it up all right." If they have it framed with wood and glass they manage to fix the mat of the picture to cover your ad. Another objection to the calendar is the fact that every little retail store which has any use for existence at all, gets out a calendar. People make it a point of going from store to store to get all the different kinds of calendars they can. They make a collection of them.

A good calendar costs \$15 a hundred, and the smallest quantity a calendar salesman wants you to buy is 250, so you usually give him the order. That \$37.50 would buy you sixty-two and a half insertions, of four inches, single column at fifteen cents per inch, in your newspaper. Every four calendars you give away represent the price of a four-inch single column space in the newspaper. In the newspaper space you could tell a nice story about some article, and if your ad. was a good one you would sell from eight to fifteen of the article advertised. You surely wouldn't sell that many from four calendars, because you cannot advertise any one article very well on a calendar.



By Appointment.

CARTE POSTALE.

TUCK'S POS

Buzzled!

To know what to buy for Christmas? Can we not help you? We have had fourteen years experience handling Holiday Goods and earned the reputation of carrying the most sensible, exclusive and up-to-date Holiday Gifts in Fitchburg. Art Booklets, Calendars, Post Cards, Post Card Albums, Xmas Folders, Toilet Sets, Leather Goods, Confectionery Packages, Perfumery, Novelties. Will you not look over the many articles we have provided for your choice? Yes! come to-day.

The White Drug Store,

D. CHAS. O'CONNOR, Prop.

243 Main Street, Fitchburg,

2d door from Putnam Street.

THE HUGH C. LEIGHTON CO., MANUFACTURERS, PORTLAND, ME., U.S.A. PRINTED IN FRANKFURT a/M, GERMANY 4708

Post Card

THIS SIDE MAY BE USED FOR CORRESPONDENCE.
A HAPPY IDEA

Send a Valentine to your friend or relative, in fact to the ones you like. It is the little tokens of attention and thoughtfulness that win friendship and appreciation. Lend your assistance to the observance of this pretty custom which originated hundreds of years ago. We have our stock spread out for inspection. Valentine Drops, Booklets, Folders, Figures, Post Cards, Motto Cards, Hearts, Decorations, Fancy Valentines. We want you to see this pretty array of "Cupid's Messengers" as they are sometimes called.

The White Drug Store

D. CHAS. O'CONNOR, Prop.

243 Main Street, Fitchburg

THIS

Here is the way to look at it. Will sixty-two four inch single column ads. in the newspaper give me better returns for my \$37.50 than 250 calendars? It isn't hard to answer that question. What you pay for 250 calendars would enable you to run five four-inch ads. every month for a year. It is far better for you to add that \$37.50 to your newspaper advertising appropriation. Some pharmacists have their own ads. printed on each sheet of the calendar pads and get some returns from that source.

The distribution of calendars after you get them is a puzzling question. If you have expensive ones you cannot afford to give them out promiscuously. A good way to get some of your money back on them and use everyone alike, is to advertise to give one away with each twenty-five cent purchase. Even then, they will probably cut the picture off, but they may advertise you a little by saying they got it at your store.

It is too expensive a proposition to try to advertise your store through calendars. Some retail dealers write a letter or send a circular or post card to their customers describing their calendar and asking them to bring in the card or letter and receive one of the calendars. When the cards are brought in the customer's name is registered. The writer knows a pharmacist who invested \$150 in calendars. Finally, to get rid of them, he dumped them in his window and every kid in the neighborhood got from one to five of them.

SOUVENIR POST CARDS.—This is a novelty form of advertising which if properly used can be made valuable. Many use cards with pictures of their store on them. This practice is common with large manufacturers. The writer made use of the souvenir post cards for general advertising, that is, they were sent to a select mailing list two or three times a year. At Christmas time two sets of cards were printed; one set was sent to prospective buyers of holiday goods; the other to prospective buyers of fancy confectionery packages. These cards were regular Christmas post cards, some with fancy designs, some with appropriate mottoes. They were bought especially for sending to the mailing list and were not taken from the

regular stock. The cards sent out at Christmas never failed to bring good returns. Furthermore, many customers expressed their thanks for the cards and spoke of how pretty they were and how appropriate the mottoes.

The same idea was carried out at Easter. Special Easter cards were bought for the customers on the mailing list. They advertised Easter confectionery, novelties, folders, booklets. The same idea can be carried out for Valentine's day. During the year, local views can be sent out, advertising toilet goods at one time, cigars at another. If you give away post cards of your own store or sell them for one cent each, they will be sent out of town where the advertising will not benefit you.

THEATRE PROGRAMS.—This is another medium that it is a good thing for you to let your competitor use. You don't want it. General advertisers use it in many of the large cities, but its value chiefly consists in advertising articles that are worn in the theatre, such as: diamonds, opera glasses, hair ornaments, etc.

BLOTTERS.—Owing to their common use blotters are considerably in favor with many manufacturers and dealers. A prominent manufacturer who uses blotters for advertising purposes, told the writer that he was a firm believer in them and that he gets good returns from their use. He certainly gets out good ones, as the writer can testify, and therein lies his success. The celluloid finished cover bears a good ad. and illustration and the several blotters are attached to it by a wire fastening, which allows new blotters to be attached as fast as the old ones are worn out. The blotters are of good blotting quality. If you use blotters, use good ones, and be sure that they carry a good ad. Just your name is not enough.

Many business firms send a new blotter to their customers every month, being enclosed with the monthly statement. Such blotters usually have a picture, an ad., and a calendar for the month. A good ladies' blotter usually makes a hit. Be sure to put a blotter in every box of stationery that you

sell. Blotters are mailable as merchandise, not as printed matter.

CHARITY ADVERTISING.—Every pharmacist is called upon occasionally to take a \$2.00 or \$5.00 space in a concert programme, an amateur theatrical programme, programmes for church plays, festivals, grange fairs, farmers' suppers, church fairs and entertainments, and the like. These have no advertising value, although there should be a certain sum included in the advertising appropriation to cover "charity" advertising.

Whatever space you engage do it with a good grace, don't do it begrudgingly. In the writer's town this sort of soliciting was so overdone that the Board of Trade and Merchants' Association, a body of 500 of the leading merchants, adopted a set of resolutions forbidding any such soliciting, excepting for real charity, or in real cases of need. These resolutions are framed and hung in the merchants' stores. They have already saved the merchants a big sum of money. Of course a few of them break over and either engage a space or donate the money equivalent to the cost of the space. This is prohibited by the code of resolutions and is now being stopped altogether. It seems rather hard to have to turn down a few worthy solicitors for charity advertising, especially when they are good customers of your store. Most of the commercial bodies in cities of 35,000 population or over have adopted some such code of resolutions, and the money saved to the merchants runs high up in the thousands every year.

It is a good plan for you to steer clear of as much of this charity advertising as you can, and take only what you have to in order to retain the good will of your customers. Whatever you do spend on it, spend it with a smile. It may take all your reserve energy, but it is a good opportunity to find out just how much of it you possess.

ADVERTISING SCHEMES.—Hotel registers, suburban directories, fire-alarm cards, checkerboard tables for clubs, clocks for barber shops, automatic registers, railway time cards, local time tables, railway time table cards, souvenir publications,

special publications for society and secret order write-ups, and other similar schemes should not be listened to for a moment. In the writer's town the merchants were victimized a few years ago by some sharpers, who published a large souvenir programme in connection with the Policemens' Grand Ball. The merchants were led to believe that the money donated by them for advertising spaces was for the benefit of the local Police Relief Association, but as afterwards was proven, it went to the out of town solicitors.

On another occasion the out of town solicitors for advertising made such fraudulent statements as to cause their arrest. The writer was approached by a solicitor and asked to take a space in a fire alarm advertising banner which was to be hung up in the different offices and clubs throughout the city. The refusal was so quickly made that the solicitor became convinced that the writer was "on to his game," so he became quite confidential, told the writer how he worked the people in the different towns, and how many towns he worked every week, and how much money he cleared. When the question was put to him: "Don't you find it hard to get merchants to take the space?" he smiled, and his reply intimated that there are plenty of easy marks left in the world yet.

MISCELLANEOUS ADVERTISING.—The local directory is valueless as an advertising medium, but the solicitors for it claim that they must have the co-operation of the merchants and manufacturers in the form of engaging spaces for their ads., or else it wouldn't pay them to publish the book. It is on this ground that you will probably have to take a small space in your local directory. You will have to buy a directory anyway, so you can stand a small space of one or two inches.

Pay envelopes are quite largely used, but no big results are ever obtained from them by pharmacists. If you have friends in the manufacturing business, you can print a lot of pay envelopes for them and they will surely use them, but the advertising returns are small. The same people that get the pay envelopes read the newspapers. In some cases

you might fix up with the banks or some friendly paymasters to enclose in their pay rolls a small advertising card that would just fit the pay envelope.

If your store enjoys a large children's trade a "Children's Change Envelope" could be used to some advantage to advertise your store and to emphasize the point that it is perfectly safe for your customers to send their children to your store to make purchases. The envelope could be printed, with a blank space left for you to fill out the amount of change that should be in it, also a line to the effect that you pay special attention to children and never take advantage of them, etc.

A scheme used with good effect by the writer was the distribution of a store paper through the Sunday papers. A friend who had charge of distributing all the Sunday papers had his boys fold one of the writer's store papers in every Sunday paper on one Sunday of each month. This assured getting the store paper into a family on the day that they usually spend in reading. These store papers had to be folded about five o'clock Sunday morning, when the papers arrived by train. This scheme was progressing nicely when a jealous competitor wrote to the publishers about it, who in turn wrote their local agent, requesting him to discontinue the practice, also reminding him that the Sunday papers were not published to be used as free advertising mediums for exploiting any single merchant's business.

CHAPTER XXXIV.

WRITING ADVERTISEMENTS.

SELLING POINTS.—To make an ad. *attract attention, create desire and convince*, you must first analyze the article that you intend to advertise, the object being to secure its selling points. Your first step is to find out the selling points of an article that will *create desire and convince*, rather than

search for a method of attracting attention. As the reader looks at the ad., of course it must attract his attention before he can have any desire created or be convinced to buy the article.

But when you prepare your ad., find out first what there is about your article to create desire and convince. After that, consider how to attract attention. Then in ad. writing you do not follow the logical order of the three essentials of a good ad. To create desire in the mind of your reader you must know what he wants, then tell him how he can have his wants gratified by buying your article.

To make another man want and buy something that you want to sell him is the basis of ad. writing. It requires some knowledge of human nature. Any quality of your article that appeals to one, two, or all of the five senses constitutes selling points. If your customer can *see* it, *taste* it, *smell* it, *hear* it, *touch* it, you can appeal to him on any of these points. If a fancy basket, he can *see* how pretty it looks, a brand of chocolates, how nice they *taste*, a new perfume, how nice it *smells*, a new phonograph record, how nice it is to *hear* it, a surgeon's silk sponge, how nice to touch or *feel* it.

You can appeal to them through their different prejudices, hobbies, preferences. Just as in salesmanship, you find a person's hobbies and you can make sale after sale by talking of goods that will satisfy his desires. Do the same in ad. writing. Advertising is salesmanship on paper.

Souvenir post cards is a big hobby with many people. You can sell big quantities of them by writing your ads. so as to appeal to those who nurse this fad as their particular hobby. Then you can advertise post-card albums, telling them of the benefits to be derived from the proper care of their post cards and how to classify them by grouping them in state collections, trip collections. You can persuade them to buy a separate post-card album for each collection of post cards. Many people traveling abroad make collections of post cards of the different places they visited, and upon their return buy post-card albums, one album for the post cards

of each country visited. Others belong to post-card clubs and exchange cards from all sections of the world.

Other selling points appeal to your readers' comfort, health, habits. Others have for selling points the qualities of economy, durability, service. Then you have articles suitable for gifts to friends and relatives. You can appeal to a person's sympathy and gratitude. For instance, nearly everybody who has been well treated in a hospital feels so grateful to the nurse that took care of them that they like to remember her in some way. A fancy box of perfumery, a fancy basket of confectionery, are appropriate for such occasions.

Many articles you carry are suitable for birthday gifts. Many people are charitably inclined and send medicines, hot-water bottles, and sick-room requisites to those in need. There is no end to the many strings you can have to your bow to appeal to your customers. Always try to find selling points of the most convincing nature, they are the most valuable.

When you write an ad. for your own blood medicine you can still further ignore the logical sequence of the three essentials of a good ad., and write your ad. to convince first and create desire afterward. That is, convince your reader that his blood really is in bad condition, that he has that "tired feeling," that he is more tired when he wakes up in the morning than when he goes to bed at night; then create desire on his part to buy your blood medicine, and his ills will vanish like snow under a mid-day sun. If you notice the many booklets that you receive from patent medicine concerns, you will readily see that they are written to convince a person first that he or she is in bad shape, in a serious condition, and if they don't want to depart this life they must buy a bottle of Honduras Sarsaparilla or Davenport's Nervine at once, \$1.00 a bottle, six for \$5.00. Six bottles will restore you to perfect health, and so on. Free trials, guaranties to refund the money, testimonials, are all convincing arguments.

Always try to find a distinctive selling point in every article you analyze and advertise. Then make it prominent

in all your ads. Make your readers know the chief selling point of your article that distinguishes it and makes it better than similar articles on the market. Bring out its strong "difference point."

DIFFERENCE POINT.—Your hot-water bottles are made of a fine quality of rubber, different colors, will not leak, stopper attached by a chain to prevent its being lost, etc. But many other hot-water bottles have the same qualities, then you remember that the salesman told you when you gave him the order that the bottles were made from one piece of rubber, so as to eliminate the seams which cause most bottles to leak. Here is your "difference point" and you want to pound hard on it.

Your tooth brushes have the bristles baked into the composition handles so they can't come out. Here is a "difference point." Your toilet powder is made from Italian tale, a superior tale; your special perfumery odor is made from the best perfumers' pomades, not from synthetic oils and chemicals; your witch hazel is made from witch hazel twigs while in blossom, entirely first runnings, 1000 pounds of brush to the barrel; your headache powders do not have a bad effect on the heart; your tooth powder has for its basis "sugar of milk," which is not only good for the teeth, but excellent for the stomach, etc. You can find a "difference point" about every article you advertise, if not about the article, about the box or package in which it is put up.

You will notice in the magazine ads. that they are written to bring out a distinctive selling point, as—Prudential Life Insurance Co. *strength*—Ivory Soap, *99 per cent. pure*—International Correspondence School, *salary raising education*.

Some ads. emphasize as the chief selling point not the qualities of the article, but of the package, as—Mennen's Talcum Powder, *the box that lox*, Colgate's Dental Cream, *flat like a ribbon*—National Biscuit Co., *in-ner-seal package*—Conklin's Fountain Pen, *built like a camel*.

SERIES OF ADS.—A series of ads. is better than a single ad. repeatedly inserted, because each selling point of the article

Our Hidden Department



Our Prescription Department is entirely separate from the rest of the store. This feature is in many respects a notable one and is not yet found in one drug store in a hundred, although it should be found in all. The compounding of prescriptions can be carried on under ideal conditions only when this department is removed from all noise and confusion and other distractions. As we have it arranged here the prescriptionist is able to concentrate his entire thought and attention upon the work in hand. This is an insurance against error and is valuable in many other ways. This feature is for your benefit, and we hope you will remember it when next you have a prescription to be filled.

Cunningham's Drug Store

EXAMPLE OF AD. EMPHASIZING "DIFFERENCE POINT." HIDDEN PRESCRIPTION DEPARTMENT FOUND ONLY IN ONE DRUG STORE OUT OF A HUNDRED, ETC.

may be emphasized more strongly. In a single ad. they can be referred to only in a general or passing way. When using a series of ads. remember the essential feature, viz.: to give prominence to the "difference point" of the article. If you advertise a cough cure of your own write a series of three or four ads. about it, emphasizing a different selling point in each and mentioning the "difference point" in every ad. You can make an ad. look different by using the same matter changed about, set up in different dress.

The final test of the efficiency of your ad. is to create action of some kind on the part of your reader. He should either come to your store to buy the article, telephone to you for more information about it, or call at your store to get some descriptive matter, to look at the article advertised, or to get your personal opinion or indorsement of it. Your ad. must have such a power as described here to be called a successful ad. What your ad. must do is to get people into your store. It doesn't make any difference what they buy, a pen holder, a sheet of paper and an envelope, a two-cent package of joss sticks, or a five-cent package of herbs, as long as they buy something. Your window and interior displays, show cards, price tickets, and a good clerking force will sell other things.

Have your ads. written about seasonable articles and advertise but one article at a time. Get as many articles as you can to act as leaders, then advertise these leaders to get people to come to your store. These leaders will not only attract new customers, but will stimulate your old customers to buy more. If you notice a big department store ad., you will see that they advertise a leader in each department, designed to bring the people to the store, with the hope that once there they will buy other articles besides the leaders advertised. The mail-order houses advertise one leader, with the idea of getting their customers to buy not only the leader, but other articles listed in their big catalogue. You should adopt the same general idea on a smaller scale, only advertise quality leaders as well as cheap leaders.

CHANGE ADS. OFTEN.—Change your ads. either every insertion or every other insertion. Get the people in the habit of looking for your ad. to see what your latest offering is. Pharmacists are apt to be careless about their ads. and let an Easter ad. run for some time after Easter or let a Spring ad. run into the early Summer.

The writer went to the newspaper room of a public library to look up some matter in a suburban newspaper, and on the second page was an ad. reading like this: "The Spring is the time to have your house papered, we have all the new Spring designs of wall paper, they just came in, call and get the first selection"; the date of the paper was October 3, 1909. The people that read that ad. about Spring designs of wall paper in an October newspaper must have had a loose opinion of the progressiveness of that wall-paper dealer.

STYLE.—Your own true, natural style is better to use than try to steal some "catchy" style made famous by some ad. writer. That writer might have been successful with it; if so, it probably was his natural style. You can get good ideas from a study of another's style, but don't copy it; have a style that you can call your own. Put your own individuality into your ad. writing. Let it be an expression of your own personality. When you write a letter you use your own handwriting, you don't try to copy anybody else's style.

Use your own style of ad. writing, not somebody else's. Then your ads. will ring true, they will sound just like you, so much so that your readers will remark: "That sounds just like him, that's just the way he talks." Style is "the expression of thought and feeling in written words."¹ Be sure to express your thoughts clearly. Think clearly. A good ad. must be clear.

You can fill a four-inch space with a lot of words and phrases without expressing one thought. Remember that every sentence must make complete sense. Use short sentences and short words. Your customers can understand

¹ Science of Successful Salesmanship, by Arthur F. Sheldon.

22 SUCCESSFUL YEARS

Just twenty-two years ago we started in business. Every one of those years has been a success—each year showing an increase in business, until the year just closed for us has been remarkable in the amount of business we have done.

Our untiring efforts to give the people of Emporia and surrounding country the best of everything in our line at the lowest possible price, has gradually won for us the confidence of appreciative people.

In the future, as in the past, we shall continue our efforts to please—to make this store the ideal drug store, as inviting to the women as to the men.

To our friends and patrons who have helped us in the past we are grateful, and desire to express our thanks to them. Those who have never traded with us we invite to call and try our service, for we are sure you will be pleased.

D. W. MORRIS & SON
DRUGGISTS

Feel Exhausted?

Do you lack energy? Is it an effort to do things? Yes! then your system is run down—your blood is thin and watery, your nerves weak, your muscles lack force.

Beef, Iron and Wine

will build you up, enrich your blood, restore your run-down nervous system, it is the old-fashioned home blood medicine and tonic. It does the work just as well today as it did years ago. Keep a bottle in the house. Begin taking it today.

Pint bottle 50c

Look in our west window for display of the leading advertised blood medicines.

THE WHITE DRUG STORE

243 Main Street.

Cooban's Clearance

A Sweeping January Sale

WE have many, many things in stock that good merchandising says "Sell, Sell, Sell!" Particularly so in all kinds of holiday goods, such as Perfumes, Stationery, Novelties, Fancy Goods, Confections, Cigars, etc., etc. In the more staple stocks, such as Rubber Goods, Brushes, Combs, Chamois, Sponges, etc., we are rather overstocked, therefore radical price reductions is the order of the day. Altogether this will be

A SALE WORTH EVERY ECONOMIST'S ATTENTION

Mall Orders Filled

Messenger Orders Filled

Phone Orders Filled

THE MORRIS AD. IS AN EXAMPLE OF A SUCCESS STORY CONDENSED INTO SMALL SPACE. BEEF, IRON AND WINE AD. FEATURES A CHATTY, PERSONAL STYLE OF COPY. THE COOBAN AD. GIVES THE "REASON WHY" SALE IS MADE. OVERSTOCK OF STAPLES, ETC. A NECESSARY POINT TO EMPHASIZE IN ALL SPECIAL SALE ADS.

A Delicate Throat

Probably you haven't had any trouble for several months, but you may have now.

Cool nights and snappy mornings may bring unpleasant reminders of a delicate throat.

If you grow hoarse without any apparent reason, if an ugly little hack arises, you need

Syrup of White Pine and Tar

at once.

It soothes and heals.

Best of all, it prevents those severe spasms of coughing which are so likely to produce soreness of the lungs.

Price, 25 Cents

FUHRMANN'S PHARMACY,
E. Capitol and Eighth Street

Fuhrmann's Cold and Grippe Tablets

**WILL CURE A COLD
IN A DAY**

They are a **quick, sure, and reliable** cure for the grippe, colds, headache, and neuralgia, leaving no bad after-effects. Ask about them.

**MONEY REFUNDED
IF NOT SATISFACTORY**

PRICE, 25 CENTS

Fuhrmann's Pharmacy
E. Capitol and Eighth Sts.

QUALITY FIRST

In some lines of business price may well be the great talking point. Those who can buy best and sell lowest have something interesting to say to the public.

IN THE DRUG BUSINESS

it's different. Quality regardless of price should be the main factor, and it is here; what you buy here in the line of drugs and medicines will be of right quality, and price asked will also be right—as low as goods of same quality can ever be bought for anywhere. :: ::

H. G. ROBERTSON,
CHEMIST,

1 Door East of Barrie Hotel.

YOU NEED YOUR HEAD

The head that aches is not in fit condition for work or enjoyment and you cannot afford to dispense with the use of it for an hour. Don't have headaches. Stop them as soon as they start with our

QUICK RELIEF HEADACHE CURE

It puts an end to headache promptly by relieving the pressure in the nerves which causes the pain. The product is sold under a guarantee to refund the money if the remedy fails to give entire satisfaction.

10c. and 25c. Boxes

—AT—
**ROBERTSON'S DRUG
STORE**
1 Door East of Barrie Hotel.

THE TWO FUHRMANN'S ADS. ARE EXAMPLES OF SEASONABLE ADS. MENTIONING DANGERS FROM WEATHER CHANGES, ETC. NOTE QUALITY VS. PRICE ARGUMENT IN ROBERTSON'S AD. THIS STYLE OF AD. IS KNOWN AS A QUALITY AD.

short words and simple sentences better than they can the long words and elaborate sentences. Never mind if people make fun of your ads. or your competitors laugh at your first efforts, keep at it and you'll soon be able to write ads. that are all your own. Clearness and force are what you want to accomplish in your ad. writing.

Be sure to write your different selling points in logical order so they will have the proper cor-relation with each other. Break up long sentences into short ones, taking care, of course, that each sentence expresses complete sense, a complete idea. "Our Lithia Tablets will knock out your rheumatism" is much stronger than "If you have uric acid in your blood, which gives rise to what is called rheumatism, you will find great relief from using Our Lithia Tablets." "Our Cough Syrup will kill your cough in no time" is stronger than: "Should you suffer from a disagreeable, hacking cough, you will find that it will leave you if you try a bottle of Our Cough Syrup." Short sentences, besides having more force are more economical. They prevent wasting of space. You pay good money for your space, so you want to get all you can out of it.

It is bad form to try to crack jokes in your ads. It isn't funny for any man to give up his money for an article, it is a serious proposition for him, especially when the price of everything is so high and he has hard work to make both ends meet. You will get many ideas by examining the ads. of pharmacists reproduced in the trade papers. Try to rewrite them in your own style. It is harder to improve than to criticise them.

HEADLINES.—You can get many good ideas for headlines by studying the headlines in the daily papers. You will notice that the headlines tell the whole story in a nut shell. They are the life of the paper. If they are successful the different items in the paper are read. These headline writers command big salaries. You grab up a paper, glance through it hurriedly, and the headlines tell you the synopsis of all the news in the paper. When you have more time you read

the body matter. It is the same way with the headlines in your ads. Make them so attractive that the readers will have to see the headlines.

Get a selling point of the article in the headline, that of itself will tell a little story about the article. The headline constructor in a newspaper plays on people's emotions, he is dramatic, he makes you read the headlines before you realize it. Every headline says something. They say: "LOVE CASE LEADS TO TWO ARRESTS," "WONDERFUL TRIP MADE BY AN AIRSHIP," "PRESIDENT LEASES ESTATE IN BEVERLY," "CRUSHED TO DEATH BY AUTO," "GIRL SWINGS ON MASHER," "PUSHED UNDER MOVING CART," "WHIPPING FOR WIFE BEATERS," "FISH JUMPS ONTO DECK," "MAN MURDERED IN BERRY STREET," "DENIES KILLING HER HUSBAND," "WED BEFORE HE KNEW LAW," "KILLED WHILE DEER HUNTING," "HOLD UP GIRL WITH PISTOLS," "TRAP BURGLARS—ONE IS SHOT."

Study these headlines, notice how they aim to tell the news of the day at a glance. Tell the news of your ad. in your headline. You can attract people to your ad. if you have an interesting caption or headline. That is what your headline is for and its duty ends there. You must depend on your body matter to hold the attention of your reader after your headline has won it.

ARRANGEMENT OF ADS.—When you are ready to arrange your ad. keep in mind that there are five elements to consider, viz.: 1. Body matter. 2. Displayed lines. 3. Border. 4. Background. 5. Cut. The three colors present are black, white, and gray. By thinking of them as color spots, you will be better able to balance them properly and see that the proper contrast is observed.

The cut you use naturally sticks out stronger than any other part of the ad., so fix its location first. The border should receive your attention next. Borders are either black, gray or white. The latter, when the margin of white space near the edge of the paper forms a sufficient border. Next provide for plenty of white space at the top, bottom, and sides of the ad., as well as around the displayed lines—these in-

Got Any Rheumatism In Your Knee?

Four wet days, a few snappy cold nights with their heavy dews, play havoc with anyone that has rheumatism. Why don't you get rid of that rheumatic pain in your knee, shoulders, elbow or back? When you rub on a liniment or put on a hot bandage you get only temporary relief. You must get at the seat of the trouble—too much uric acid in the blood.

DRIVE IT OUT WITH LITHIA TABLETS

They free the blood from gouty and rheumatic conditions. They are superior to the genuine Lithia Water. Easy to take, just dissolve one tablet in a glass of water. Keep a bottle at your plate at each meal, take them regularly, be faithful to them and see how much better you'll feel.

25c bottle.

THE WHITE DRUG STORE

243 Main Street.

Does the Hot Weather Af- fect Your Stomach?

If you are troubled with Heartburn, Dyspepsia, Diabetes, Diarrhoea, Nausea, Acid Stomach, allow us to suggest a simple remedy—

LIME WATER

Mixed with an equal measure of milk, it is one of the best remedies in existence for nausea and vomiting dependent on irritability of stomach.

One part of lime water to two or three parts of milk, form a diet more effectual than any other plan of treatment in Dyspepsia accompanied by vomiting of food.

Lime water is largely used as an addition to baby foods, to guard against stomach and bowel troubles.

Our lime water is made from specially prepared lime. Lime that is manufactured expressly for making lime water.

Put up in pint bottles	15c
One-half pint bottles	10c
In bulk, pint	10
quart	15c

The White Drug Store
D. CHAS. O'CONNOR
PHARMACIST.
243 MAIN STREET.

EXAMPLE OF ADS. USING A QUESTION FOR A HEADLINE. QUESTIONS OR COMMANDS
MAKE MORE EFFECTIVE HEADLINES THAN MERE NAMES OF ARTICLES.

There
is
a
Great
Difference
in
Drugs.

MORE THAN MOST PEOPLE ARE AWARE OF.

For instance: Common table salt costs 10 cents for a three pound bag at the grocery but the same thing, only purified, costs 27 cents a pound. Commercial Sulphuric Acid costs 2 cents while chemically pure costs 35 cents. Commercial Muriate of Ammonia costs 11 cents, but the chemically pure costs 55. So it is all along the list. For most purposes the regular is all right. A person would be foolish to pay 55 cents a pound for Muriate of Ammonia with which to fix his electric bell, but when it comes to using it medicinally then the best is none too good. The best is what you get when we fill your prescriptions.

ANDREW R. CUNNINGHAM
264 Jos. Campau Avenue.

Suffer
from
Sunburn

A powerful weapon
against the attacks of
the bright sun these
hot days is found in
our

Cucumber Cream.



Price
25
Cents.

It is delightfully cooling, healing and soothing to the skin and will protect the face, neck and hands from tan, sunburn and freckles.

It is delightfully perfumed, perfectly harmless and possesses many advantages over sticky glycerine, vaseline and such things. Easily applied and immediately absorbed by the skin.

Refreshing as Spring Flowers



Our new perfumes suggest the balmy odors of springtime.

Everyone is chosen because of its naturalness, charm and permanence. Our line, always a notable one, is unusually complete just now. You are invited to see the showing and test the new odors.

Bottles of various sizes, or
in bulk, as you prefer.

clude the headlines, central display lines, and your name and address,—the object being to form the proper contrast to give your displays the desired effect.

Now you can see where you can easily spoil your ad. by having too many words underscored or set in blackface; it breaks up the picture, spoils the contrast and balance of the whole ad.; it is similar to painting a picture and having a lot of black spots scattered all through it.

Next in order is your body matter. You can write this first, then look it over carefully, noticing the different selling points mentioned, then pick out a strong selling point and use it for a headline. For the central display line you can use the name of the article. In assembling or arranging an ad. think of a picture, and arrange the five elements of your ad. as though they were different colors that you wished to arrange so that they would harmonize well.

The border of your ad. has the same relation to the ad. as a frame has to a picture. The margin of white space acts for the ad. as a mat does for a framed etching or water color. If you use a very fancy border you must use a larger margin of white space than usual in order to properly separate the body matter and the border, so that the latter will not detract too much attention from the former, just as a fancy frame with a small mat would detract from the water color itself.

HOW MUCH TO SPEND FOR ADVERTISING.—You can answer this question in two ways: Calculate it from the basis of your last year's business; or your contemplated business of the coming year. You can usually determine about what business you will do the coming year, so this plan is the better. It is the opinion of most pharmacists that from three to five per cent. of the annual sales is the proper amount to spend for advertising. If you have a business of \$40 a day, your yearly sales would be \$14,600. Of this sum you could profitably spend for advertising \$438, or three per cent. This would make your monthly advertising expense \$36.50. The advertising expense of each \$1.00 article sold would be three cents, and of each fifty-cent article one and a half cents. This is a conservative estimate, and no pharmacist should begrudge

the expenditure of three per cent. of his yearly sales for advertising.

In general, it is better to spend a larger percentage the first year of a new business, because you have no old customers to stimulate to greater purchases, and must depend on new ones brought in by your advertising. In this case you have no last year's business to figure from, so you will have to estimate about what business the store will do and take that figure as a basis for your advertising percentage expense. It is easy to see why the percentage should be higher for a new pharmacy than an established one. It is comparable with an engine starting out from a railroad station; it takes lots of power to get the train started, but after it reaches its required momentum, less power is needed. The same principle holds true of starting an automobile. In like manner it takes more power to establish your business through advertising, than to maintain it.

DISTRIBUTING YOUR APPROPRIATION ACCORDING TO TIME.—Having decided on how much money to appropriate for your year's advertising, the next step of importance is to consider how you will apportion it to the several months of the year so as to get the greatest possible returns. Naturally the best results from advertising should occur during the months that your trade is the heaviest. For the pharmacist the best paying portions of the year are from October 1 to June 1. Those eight months are the best months to advertise heavily. This is speaking in a general way, for of course with pharmacists near summer resorts the opposite would be true, June 1 to October 1 would be their bonanza period.

The popular theory is, that when business is light, that is the time to advertise the most; the expenses are about as heavy and the sales fall off. In practice, it has been proven that the time to advertise for business is when business is to be had. People spend more in winter, they read the ads. more in winter, they stay in their home town in winter. In summer they leave town, go to some other town, visit relatives, go to summer resorts, etc. They do not read the ads. very

much, because they are outdoors all the time, and what money they have to spend they spend for car fares, trolley rides,

ADVERTISING SCHEDULE OF A PROMINENT NEW YORK DEPARTMENT STORE¹

Dry goods advertising.....	\$188,530.00
Piano advertising.....	26,743.00
Outside advertising.....	10,000.00
Total for the year.....	\$225,273.19

SUNDAY ADVERTISING

Sunday World.....1 page.....	\$420.00
Sunday American...4 cols.	240.00
Sunday Herald.....4 cols.	288.00
Staats Zeitung3 cols.	85.00
Total for one Sunday.....	\$1,033.00
Total Sunday appropriation for the year.....	\$53,716.00

WEEKLY ADVERTISING IN TWO PAPERS

	Evening World	Evening Journal
Monday.....	1 col.	3 cols.
Tuesday.....	4 cols.	1 col.
Wednesday.....	1 col.	3 cols.
Thursday.....	5 cols.	5 cols.
Friday.....	4 cols.	3 cols.
	15 cols.	15 cols.

30 columns a week for 52 weeks—1,560 columns at \$65 a column equals \$100,000 approximately.

WEEKLY ADVERTISING IN SIX PAPERS

	Herald	Sun	Globe	Mail	Tele- gram	Staats Zeitung
Monday.....	1 col.	½ page				
Tuesday.....100 lines			1 col.	1 col.	1 col.	1 col.
Wednesday.....	1 col.					1 col.
Thursday.....100 lines		½ page	1 col.	1 col.	1 col.	1 col.
Friday.....	1 col.		1 col.	1 col.		
Saturday.....100 lines						
	300 lines	3 cols.	1 page	3 cols.	3 cols.	3 cols.
Cost.....	\$75.00	\$126.00	\$200.00	\$81.00	\$97.50	\$90.00

PIANO ADVERTISING—WEEKLY SCHEDULE

	World	American	Herald	Sun	Staats Zeitung
Sunday....	2 cols.	2 cols.	100 lines	100 lines	100 lines
	World	Journal	Sun	Mail	Telegram
Monday.....100 lines		1 col.	100 lines		100 lines
Tuesday.....	1 col.	100 lines	100 lines	100 lines	
Wednesday.....100 lines		100 lines	100 lines		100 lines
Thursday.....	1 col.	100 lines	100 lines	100 lines	
Friday.....	1 col.	100 lines	100 lines	100 lines	100 lines

and other outings. Remember that the final tests of the efficiency of your ads. is to create action of some kind on the part of your readers, and in the hot weather it is pretty

¹ From Profitable Advertising, Chicago, Ill.

hard to get them to exert themselves or take any unnecessary action.

It behooves you, then, to spend the most of your advertising appropriation during the late Fall, Winter, and early Spring months. If the month of December contributes \$1,750 to your yearly sales of \$14,600, that is equivalent to twelve per cent. of your yearly sales; therefore, give December twelve per cent. of your annual advertising appropriation. If April contributes ten per cent., give it ten per cent. of the advertising fund, and so on with the other heavy months. If you don't figure this out in advance you will spend too much of the appropriation the first half of the year and have too little left for the last half.

APPORTIONING THE APPROPRIATION TO MEDIUMS.—Up to this point you have decided on your yearly appropriation and its time distribution, now comes the question of the apportioning of it to the proper mediums. There is no doubt about the newspaper being the best medium for a pharmacist and the bulk of his appropriation should be spent in its columns. Everyone who is apt to trade at your store reads at least one paper. The other mediums are street car cards, bill boards, circulars, store papers, folders, booklets, package slips, novelties, and "charity" advertising.

Take for an illustration, that your yearly business is \$14,600, and you have decided to spend three per cent., or \$438 in advertising. Your appropriation might be apportioned as follows:

1000 inches space in the Evening Gazette at 15 cents.....	\$150.00
1000 inches space in the Evening Star at 11 cents.....	110.00
Six multigraph letters, 500 each, with envelopes.....	25.00
Postage on 3000 letters.....	60.00
Two booklets, 500 each, with envelopes.....	25.00
One anniversary circular, with envelopes, 500.....	15.00
Postage on 500 circulars.....	10.00
Miscellaneous advertising fund, to cover charity-advertising, cash prize contests, package slips, etc.....	43.00
	\$438.00

If you publish a store paper you can send out but three multigraph letters and but one booklet. First make out the list of the mediums you intend to use, then apportion your appropriation to these mediums. Having done this you have some definite plan to work on. All the big department stores pursue this policy. Sample schedule on page 265.

HOW TO CONTRACT FOR SPACE.—Most newspapers have two methods of selling space: viz., (1) at a certain price per inch for continuous insertions; and (2) at a certain price per inch for a stated number of inches per year, to be used as you see fit. The second plan is the better one for you, unless you have obtained a contract calling for a preferred position for a small ad. regularly inserted at a stated number of insertions per week. If you buy on the bulk-space yearly plan you can use big space during the busy months and small space in the quiet months or stay out of the paper altogether during the dullest period of the year.

Have all your agreements stated in your contract so no misunderstanding can arise during the year as to the rate per inch, the position, frequency of changes of copy, or any other essential detail. Get a copy of your contract and keep it where you can refer to it at any time. Have it understood with the newspaper publisher whether or not you can have the advantage of a lower rate if you should decide to use more space than you contracted for, also if you will be obliged to pay the higher rate should you fail to use all the space you contracted for. It is better to buy more space than to have to "use up" space that you don't need, simply because you contracted for it.

SIZE OF ADS. AND FREQUENCY OF INSERTION.—The size of the ad. is more important than its frequency of insertion. Fix that first. Your ad. must be big enough to be seen and read. Assume that your bulk-space yearly contract calls for the use of 1000 inches of space. This would allow you to use three and one-third inches every day or twenty inches per week. Rather than go in every day, you could go in twice a week with ten inch space each time, or three times a

week, using ten inch space for the first insertion and five inch space for the two succeeding insertions. In your big season you can use double the space per week, counteracting it by cutting down the space or staying out altogether for a short time during your dull season. You will find that you will get better results from fair-sized ads. two or three times a week than small ads. daily.

It isn't necessary that you should determine at the beginning of the year just exactly how much space you will use every day or every other day, but you ought to figure it out roughly, so as to keep within certain bounds; if you don't do that, you will find that the first ten months has eaten up all your space and for the next two months you will have to buy more or go without any.

Any mistakes in prices made in setting up your ads. should be charged up to the newspaper. For instance, if you have a sale on any article at thirty-five cents and your copy so states, then, if the printer sets it up for twenty-five cents, you will have to sell the article at that price and send him a bill for the number of articles sold at the difference in price from that stated in your copy and the price he printed by mistake.

HOW TO USE SMALL SPACE.—There are three ways to make a small ad. distinctive; the illustration, the typography, and the style. You will have to devote most of your energy to the typography and the style, as special illustrations are very expensive. You ought to be able to make a deal with your newspaper, to furnish you with a special design of border and type, different from that used by anyone else in that paper, then use that type only. A generous margin of white space all around a small ad. tends to make it distinctive.

The trouble with most users of small space is, they try to fill it chuck full so as to get their money's worth. Plenty of white space will give them better returns for their money, because more people will see and read the ads. The small ad. gives you a fine chance to instill your personality into it. Use a conversational style and affix your signature. It will

Cigars

that will certainly please you. Our patent cigar case keeps them perfectly — not too moist, not too dry. In justice to yourself give our cigars a trial.



Andrew R. Cunningham

264 Jos. Campau Ave.

NEXT SUNDAY

You will need some good Perfume with that new hat and gown. If you really want the richest and choicest Perfume in vogue at the present day you will come to Pepper's Drug Store and get Egyptian Lotus. Over one ton of this Perfume was sold last year in Canada alone. Price 75c a fluid ounce,

PEPPER'S DRUG STORE

Woodstock, Ont.

If you get it at Pepper's
it's good.

Cough Insurance

A Good Business Man

insures his stock against fire. The prudent head of a family has his life insured. The thoughtful traveler carries accident insurance

Riker's Expectorant

is insurance against Coughs, Colds, Bronchitis, Croup, La Grippe, all kinds of throat and lung ailments. It is the cheapest insurance anybody can carry. Keep 60 cents' worth of this insurance in the house. It pays

Big Dividends

Heal With Heat

PAIN and soreness is a sign of congestion. The blood is improperly circulating somewhere. Heat relaxes the parts and equalizes the circulation. The prompt application of a hot water bottle will cure many ailments quicker than internal medicine—and it is a natural way of curing. This modern appliance is apt to be needed any hour in any home. Costs too little to be without—50 cents to \$1.75 with a dozen prices between.

Andrew R. Cunningham

264 Jos. Campau Ave.

then appear like a personal appeal, just as you would talk to a person face to face.

A SIMPLE RULE FOR WRITING YOUR NEWSPAPER ADS.—It is a form of punishment for some pharmacists to write their newspaper ads. They hate it—they put it off until nearly time for the paper to go to press, then throw an ad. together haphazard style, rush it off to the newspaper, and say, “Well, I’m glad that’s over with.”

The following simple rule will guide your ad. writing; your copy will be stronger and results better. “*Write your newspaper ads. as you would talk to a customer to sell him any article in your store.*”

That rule should be your guide. Make your ad. like a personal talk, only be more brief, as newspaper space costs money. Get a selling point of the article in the headline—declarations, commands, questions, make stronger headlines than mere titles: arrange the other selling points in logical order, so that they will read smoothly. Express your ideas in your own style, don’t use other’s copy, originate your own. When you talk to a customer in your store, you employ natural talk, you don’t copy anyone else’s style of talk. Do this in your ad. Put your own personality in your copy, make it convincing, for the whole purpose of your ad. is to so exploit your article that the reader will want to buy it.

Successful ads. nowadays are really based on the study of what people want. You must convince them so they will buy the article advertised. A poor ad. is like a poor salesman, talks, says something, but doesn’t convince or make the sale. Remember that the buying public is interested only in facts. People read newspaper ads. to find out what you have to sell. When you wait on a customer in your store you confine your talk to solid facts about the article. You don’t quote poetry, use clever phrases, or add unnecessary talk; so you shouldn’t tolerate in your printed selling talk anything that you wouldn’t use in a personal talk with your customer. An ad. in a newspaper is a personal talk in cold type. Advertising is salesmanship on paper.

A good way to write an ad. is to write an analysis of the article you intend to sell. Write down all the things you would say about it if you were talking with the customer, then prime it, cutting out every word that can be spared without omitting an important detail; what you have left tells the whole story about the article. You know that too much talk about an article kills the sale, the customer gets confused and leaves your store without buying. Too much copy in an ad. confuses the reader and spoils the effect of the ad. When you talk to a customer you describe the article as well as you can, then stop talking. Do the same in your ad. After you have told about the article, don't write any more, your description if written in a convincing style should cause the reader to act, anything else added might cause the prevention of his acting and spoil the good impression already made on him. Be brief and simple. French Soap sounds better than Savon Francais, Smiles of April better than Sourire D'Avril.

When you went to school your text-book devoted five or six pages to a description of the law of gravitation, but one school boy covered the whole subject when he said: "What goes up must come down." The people who read ads. in newspapers understand simple words better; words sanctioned by common use.

Be sure and mention prices in your ad. If you don't quote prices, some of the readers will be sure to think that the goods are higher than they really are—others are likely to believe that they are lower and that your statement is exaggerated. If you don't quote prices your ad. sacrifices half its pulling power. Haven't you ever stood in front of a nice window and heard people say: "My, isn't that pretty over there? I wonder how much it costs." "Oh, I suppose the price is way up in the air." "Oh, I don't believe it is, it's probably reasonable, let's go in and see." "Oh, never mind now, come on." Then they go away. A window display without prices is like a dumb man, "looks well, but don't talk." So a newspaper ad. that omits prices may read all right, but don't say anything; it sacrifices half its pulling power.

Don't advertise promises you can't fulfill. If you promise a gold fence and deliver only one picket from it, you won't get results from the advertising. Never advertise an article unless you have sufficient supply to meet a reasonable demand. It doesn't pay to have customers call for an article that you advertised in yesterday's paper and you have to tell them you're all out.

By watching your customers closely you can readily discover their desires, hobbies and wants. Then, when you advertise an article that appeals to them, make your copy strong, showing up the many ways your customers use the article and you'll find that quite a number of your readers have hobbies similar to those of the customer you studied. Many competent salespeople in stores increase their sales largely by this method.

When preparing your ads. for the newspaper, keep firmly fixed in your mind to *write your newspaper ad. as you would talk to a customer to sell him the article you are writing about*, then your ads. will be interesting and convincing, the readers will watch for your ads., and as a result you will bring many new customers to your store, will stimulate the trade of your regular customers, which will keep your clerks busy and your cash register working all the time.

READING NOTICES.—Reading notices or "readers," are breezy little jolts, "straight from the shoulder style," usually printed in italics or boldface, and given a position near the "locals." They are snappy and personal. They read like this:

Oh! it's cigars! is it? Have you any idea of the stock of selected smokes carried at Davenport's Pharmacy? Sixty brands of Key West, Clear Havana, Imported and Domestic Cigars. Right here in town, Davenport's, 75 Broad Street.

It may be a revelation to you and you're welcome to use all your eyes to see our stock of sixty brands of Key West, Clear Havana, Imported and Domestic Cigars, exhibited in the finest cigar case in the city. Box trade a specialty. Davenport's, 75 Broad Street.

Candy—who doesn't like to eat it? especially Davenport's candy. I have the best in the world—isn't that enough to win your trade? Davenport's, 75 Broad Street.

'Tis really wonderful how the confectionery end of my business has grown, but there's a reason for it. I handle nothing but the high-grade goods from the best manufacturers and my patrons have appreciated my efforts to please them. Davenport's, 75 Broad Street.

Come in and feast your eyes on our Easter display. Its scope and variety will surprise you. Will it appeal to your pocketbook? Well, simply come and then judge for yourself. Davenport's, 75 Broad Street.

The reputation our store has for handling only the best articles—be what they may—is too well known for lengthy comment; hence we'll refrain. Our Christmas goods are up to our usual standard. Now ready for your inspection. Davenport's, 75 Broad Street.

ADVERTISING SUGGESTIONS.—Advertising to women requires different copy than advertising to men. Women are attracted by price, service, and style. They like detail; they like new things; they like exclusive things; they like bargains. When advertising to a woman have your ads. ring true. Make your statements practical, don't soar above her head, keep down on her level. This style will more easily convince her.

When advertising to men, be as brief as possible, they don't care so much for detail.

When you get ready to write your ad. make a mental picture of the space it is to occupy.

When an idea strikes you, grab it, when the next one comes along hang on to it, put them down on a piece of paper as fast as they come to you. Don't try to retain them in your memory.

Get on good terms with the man that sets up your ads. Exchange ideas with him. A mutual benefit will result.

Upon the absence of counter attractions depends the attractive force of your ad.

Its attention value depends upon how easily it is read and understood.

Avoid the use of too much technical stuff in your ad. It will not interest the ordinary reader and might confuse him. Never attempt to crowd too many things into a single ad. A crowded ad. is like a crowded street car, it don't look com-

fortable. Ideas come from everywhere. A chance remark of a customer; a conversation overheard through the transom; if you have a quick perception you will see them all around you. They come to you in sensations, through the five senses.

An ad. neatly dressed attracts attention like a person neatly dressed.

Choose for type the kind most in keeping with your subject.

A heavy border and a muddy type do not suggest a delicate, daintily perfumed toilet powder.

Learn to express your thoughts quickly and in one sentence.

If you see a particular style of set up that you like, cut it out, take it to your set-up man, ask him what kind of type it is and tell him to set your ads. up like it.

When you write an ad. take the article in your hand, look it over, feel of it, get impressions from it, then write those impressions in your ad. Have an interest in the article you write about. Get the inspiration of the merchandise.

You can interest your readers by talking shop as well as by talking about your merchandise. Good advertising includes not only telling the public what you have to sell, but to introduce them to your sales force, your store system, your methods of conducting business, in that way you make them feel as if they had been considered in the organization of your business and they will feel at home when they enter your door.

Emphasize your individual characteristics in your advertising. Do not advertise inflated values. How can you expect people to believe that which you do not believe yourself? It pays better to agreeably surprise a customer than to disappoint him. Make your advertising copy so attractive that people will turn as eagerly to it as to the editorials.

Ad. writers have found out that the kind of copy that pulls is written in just such a manner as the clever salesman uses when talking to a customer. Improve your salesmanship and you'll improve your advertising copy.

When outlining your program of economy, don't cut out your advertising. In a big concern several heads of departments offered to submit to a temporary reduction in salary, rather than lose temporarily this motive force of advertising.

In all your advertising tell the truth and only the truth. The merchandise itself cannot lie. Neither should your ad., which is only news written about your merchandise.

Six inch depth single column—seven inch depth double column—seven or eight inch depth triple column—ten inch depth quadruple column are the best sizes for the proper balance of ads.

CHAPTER XXXV.

TYPOGRAPHY.

SIZE OF TYPE.—You ought to have some idea of how much copy should fit into a given space. With considerable experience you can usually estimate it closely, but without experience you will have to rely on your newspaper set-up man. He usually sets the body matter first and then uses for the headline, central display, and your name, a size of type sufficient to fill in the remaining space. If you send him too little copy he can stretch it out by "leading," if too much copy he will have to cut some of it out or else enlarge the space. He will usually notify you if you have sent him too much copy and will suggest that you authorize him to take more space to give it a proper set-up. By "leading" is meant the separation of lines of type by inserting thin strips of type metal, each $\frac{1}{36}$ of an inch thick or two "points." *Single leading* is the insertion of one two-point lead between the lines. *Double leading* has two leads. Matter is called *solid* when it is set without leads.

The sizes of type faces are designated by points; such as, six point, eight point, ten point, etc. A point is $\frac{1}{72}$ of an inch. So six-point type measures $\frac{6}{72}$ of an inch, eight point $\frac{8}{72}$ of an inch, ten point $\frac{10}{72}$ of an inch. Many

newspaper advertising rates are quoted as so much per agate line. Agate is an old-style name for five and a half point type, which sets about fourteen lines to the inch. So if your newspaper quotes you a rate of fourteen cents per inch it is equivalent to quoting you a rate of one cent per agate line. Newspapers that charge so much per agate line will charge you just as much even though you use larger type than agate. For instance, if you use a two-inch space set in twelve-point type, which sets six lines to the inch, you will not be charged on the basis of twelve lines used, but on the number of agate lines that would be necessary to fill the two-inch space, which would be about twenty-eight lines. So in such papers as quote you a rate per agate line, you will have to use agate type if you want to get as many lines as you pay for.

STYLES OF TYPE.—The styles of body type in most common use are the modern, known by its plain outline, the shading of its curves, and its heavy black stems, and the old style, known by its color being evenly distributed and its outlines rather artistic. These two styles are further divided into Roman,—that stand up square on the line—and *Italics*,—which slant to the right. Then there is **Bold Face**,—an extra heavy Roman style of type used to emphasize some point—which should be used with care, lest you give your ad. too much of it, which makes it look as though a chicken walked across it with muddy feet. Your ad. doesn't want to look as though it was covered with spots like a leopard's skin.

Script is used to imitate hand writing and Old English to imitate documents engrossed by hand. A pharmacist should rarely ever use them. Old English is usually used on diplomas, stock certificates, proclamations, legal documents, bonds, etc.

Types are furnished in capital letters, called caps, and in small letters, called lower case. The style of type chosen for your ad. should harmonize with the cut and the border.

A light-face type will not harmonize with a thick heavy border or a black cut.

AMERICAN POINT SYSTEM.¹

The following table gives the names of the old bodies and their new designation by points:

3½ Point.....	Brilliant
4½ Point.....	Diamond
5 Point.....	Pearl
5½ Point.....	Agate
6 Point.....	Nonpareil
7 Point.....	Minion
8 Point.....	Brevier
9 Point.....	Bourgeois
10 Point.....	Long Primer
11 Point.....	Small Pica
12 Point.....	Pica
14 Point.....	2-line Minion or English
15 Point.....	3-line Pearl
16 Point.....	2-line Brevier
18 Point.....	Great Primer
20 Point.....	2-line Long Primer or Paragon
22 Point.....	2-line Small Pica
24 Point.....	2-line Pica
28 Point.....	2-line English
30 Point.....	5-line Nonpareil
32 Point.....	4-line Brevier
36 Point.....	2-line Great Primer
40 Point.....	Double Paragon
42 Point.....	7-line Nonpareil
44 Point.....	4-line Small Pica or Canon
48 Point.....	4-line Pica
54 Point.....	9-line Nonpareil
60 Point.....	5-line Pica
72 Point.....	6-line Pica

¹ Courtesy of The American Type Founders Co., N. Y.

Agate type is too small for use in your ads. It is too hard to read. The body matter of your ad. should not be set in less than six-point type, which sets twelve lines to the inch. If you use a medium wide space the body matter can be set in eight point. This size is usually the smallest

a/ THOUGH several differing opinions exist as to
 the individual by whom the art of printing was
 first discovered; yet all authorities concur in
 admitting Peter Schoeffer to be the person
 who invented *cast metal types*, having learned
 the art of *cutting* the letters from the Gu-
 tenbergs/ he is also supposed to have been
 the first who engraved on copper plates. The
 following testimony is preserved in the family,
 by Jo. Fred. Faustus, of Ascheffenburg:
 [] 'Peter Schoeffer, of Gernsheim, perceiving
 his master Fausts design, and being himself
 desirous ardently to improve the art, found
 out (by the good providence of God) the
 method of cutting (*incidendi*) the characters
 in a *matrix*, that the letters might easily be
 singly *cast* instead of *being cut*. He pri-
 vately *cut matrices* for the whole alphabet:
 Faust was so pleased with the contrivance,
 that he promised Peter to give him his only
 daughter Christina in marriage, a promise
 which he soon after performed.
 as/ But there were many difficulties at first
 with these letters, as there had been before
 with wooden ones, the metal being too soft
 to support the force of the im-pression: but
 this defect was soon remedied, by mixing
 a substance with the metal which sufficiently
 hardened it/
 and when he showed his master the
 letters cast from these matrices,

EXAMPLE OF USE OF PROOFREADER'S MARKS.

size to use in your booklets. Ten point can be used for body matter in your big double column ads., and is better than eight point for your booklets.

Standard type is cast "type high," which is about 11/12 of an inch, and all cuts and electrotypes are blocked up so as to meet this height. An *em* is the standard for measuring the length of type lines. A twelve-point *em* is twelve points thick each way; an eight-point *em* eight points, etc. The charge for setting up plain composition is from fifty cents to seventy-five cents per thousand *ems* of the type to be set. Most newspaper columns are thirteen *ems* pica wide.

The legibility of type depends upon the size of its face, the size of its shank, the design of its letters, its general style, the quality of the paper and press work used. A six-point type in a hurry-up edition of a newspaper may not be easy to read, but if the same size of type be used in *The Woman's Home Companion*, it would be easily read. The length of lines and the space between them affects their legibility. Type set solid is confusing when we go from the end of one line to the beginning of the next line below. Unless the lines are leaded, small sizes of type should not be set more than three inches wide. Don't write so much copy for your newspaper space that small type will have to be used to set it up. If your ad. isn't easy to read nobody will read it.

CUTS.—A cut should have the three essentials of an ad. 1. Attract attention. 2. Create desire. 3. Convince. It will not always do so much, but in selecting a cut have this object in view and try to attain it as nearly as possible. A cut will attract attention anyway, but be sure that it attracts the attention of the right kind of people. If you select a cut to advertise a liniment for neuralgia, be sure that the cut illustrates persons applying the liniment to their forehead, over their eyes, on their jaw, or wherever the neuralgic pain may be. This cut will appeal to people who suffer from neuralgia, and will not only attract their attention, but will go a long way toward creating desire and con-

vincing. They are especially interested, so they will scrutinize the cut carefully and read the body matter of the ad. with great interest.

When selecting cuts keep this in mind; viz., the cut should picture the article in use by some person of the class for whom it is especially intended, and who is receiving benefit from it or enjoying the use of it. If you are going to advertise 80c and \$1.00 boxes of candy, be sure that the cut pictures a well-dressed man giving the candy to a well-dressed woman. It is only the better classes that buy this price candy, as a rule. At Christmas when you advertise holiday toilet sets, see that a cut of a \$15 combination toilet set isn't pictured as being presented to a poorly dressed lady.

A cut showing a person putting a hot-water bottle at the foot of the bed just as he is retiring suggests to your reader that he could keep his feet warm on cold nights by using a hot-water bottle. Such cuts appeal to people similarly affected, and strongly suggest the benefit to be derived from the use of the article advertised. If you are buying cuts from syndicates, exchange all cuts that do not fulfil above requirements for those that do; at least, have them approach this ideal as nearly as possible. The manufacturers of goods that you sell will provide you with cuts of their articles free of charge.

POSITION OF CUTS.—The top of the ad. is the best position for a cut. The second best is at either side; and the third best, in the centre. If you are more particular about the cut convincing instead of attracting attention, then you can place it in the centre or near the bottom of the ad. In general it is better to place it near the top. If you use a long headline you will have to place the cut at either side of the ad. A good way to decide where to place a cut is to draw a diagram of the exact size your ad. is to occupy, then if you are to use a two-inch single-column cut, by cutting a piece of dark paper the same size as the cut and shifting it from one place to another, you can easily reach a decision

as to the most effective position that the cut shall occupy.

To have cuts handy at all times you should have a method of filing them. An old Diamond Dye cabinet was used by the writer. A spool cabinet can be bought from a dry goods store. Have each drawer and each cut numbered. The proofs of all cuts are usually furnished with the cuts, or if not you can get proofs of them from your local newspaper office. Paste these proofs in a book, numbering each proof with the number of the corresponding cut and the number of the drawer. Then when you are ready to lay out your ads. you can put your hand on any cut desired without delay.

FINENESS OF CUTS.—The cuts used in your newspaper ads. should be the fifty-five-line screen cuts. These are about as fine as the quality of a newspaper will stand, and anything finer cannot be stereotyped well. When half tones are made a glass screen ruled in transverse opaque lines, from fifty-five lines to 200 lines per inch, is placed between the lens of the camera and the negative, so that the photograph is deposited onto the negative in small squares or dots, which go through the screen of opaque lines. The negative is printed on copper, then etched, finished, and blocked “type high.” One hundred and twenty-screen half tones are used in booklets of super-calendared paper and 133-screen half-tones in magazines. If you use too fine a screen in your newspaper cut it will print black and indistinct. When you order cuts of your own, or accept them from manufacturing concerns, see that they are the right size of screen for newspaper work.

BORDERS.—A border is a plain or fancy frame, enclosing the cut and type, to separate it from other ads. or reading matter. The border sometimes is a part of the illustration. If you use a cut in your ad. use a plain border. If an all type ad., use a fancy border. The idea conveyed here is that the border should not be so fancy that it will detract attention from the cut. The border should harmonize with the cut and the type. Light borders are best for light-face type and light-colored cuts. Although a border is to unite

the various parts of an ad. it isn't necessary that it should enclose the cut and the body matter. It usually does in newspaper ads. where the cuts are small and the space small. In nice booklets and in magazines the cut or illustration is allowed to break through the border of the ad., giving a strong effect.

When you use large space in your newspaper, the several offers in your ad. may be enclosed in a light box rule, which makes them stand out prominently, almost like separate ads. within an ad. You can have a special border made to order for your own use which will give you a border different from any of your competitors. Most newspapers carry a large variety of borders in stock and will give you the exclusive right of one or two of them. No border is needed for your street-car cards, as the wooden strips above and below and the metal strips between the cards form a border.

MARGINS.—To give an ad. the proper set-up and balance, a margin of white space should extend all around the body matter. This corresponds to the white mat of a framed picture. At least a six-point margin between border and body matter should be allowed in your single-column newspaper ad. Plenty of white space should be provided for around the headlines, central display and your name, to give the proper contrast, and to separate them from the body matter and cut.

CHAPTER XXXVI.

CONDUCTING RETAIL ADVERTISING.

HOW TO GET CUSTOMERS BY ADVERTISING.—Suppose, for instance, your sales represent the steady patronage of 160 customers, who average to spend \$1.75 per week, or twenty-five cents per day. Then your daily sales will be \$40. If you can secure forty new customers through advertising, your sales would be increased \$10 per day. If the gross profit on your sales is thirty-three and one-third per cent., your gross



Send a Valentine

To your little playmate, your sweetheart, your teacher, your brother or sister, your father or mother, your aunt or uncle, your cousin, in fact to the ones you like. Valentines are not all of the comic kind. The art valentines are as acceptable to men as to women. It is the little tokens of attention and thoughtfulness that win friendship and appreciation. Lend your assistance to the observance of this pretty custom which originated hundreds of years ago. Our stock of Valentines is immense; we want you to see this pretty array of "Cupid's Messengers" as they are sometimes called.

Fancy Valentines, 25, 35, 50c, \$1.50.

Art Panels, \$1.00, 1.50.

Fancy Art Folders, 15, 25, 35, 40c.

With the famous Burrick heads.

Boxes of Stickers (heart shaped) 10c box.

Red Hearts, several sizes for making valentiné drops and for decorations, 8 to 12c package.

Valentine Booklets, 3, 5, 10c.

Valentine Drops, 5, 15c.

Lace Valentines, 6, 8, 12, 20.

Valentine Post Cards with sachet bags attached, appropriate designs and quotations, Buster Brown, Happy Hooligan and leading comic subjects. The largest line in the city.

Valentine Novelties, over 50 designs, 5, 10, 15c.

Valentine Boxes, for candy, 5 to 50c.

Valentine Cards, Fancy Embossed Envelopes, Bob-ups, Placards with toasts, Card Novelties. **Watch the White Windows.**

The White Drug Store
D. CHAS. O'CONNOR
PHARMACIST.

243 Main Street.



SPECIAL BORDER MADE TO ORDER. SPATULA OCCUPIED BROKEN SPACE AT BOTTOM OF BORDER.

profit on this \$10 increase per day would be \$3.34. Assume that your percentage expense of doing business is twenty-two per cent., and to get the extra \$10 increase you had to spend three per cent. for advertising, then your total expense would be twenty-five per cent., or \$2.50. This sum deducted from the \$3.34, your gross profit on the \$10 increase, leaves 84c net profit. So the \$10 increase covers all the cost of the advertising and leaves a profit of 84c. Besides this, it has secured for you forty new customers and it is safe to say that it has stimulated your 160 old customers to buy more goods, especially the leaders you advertised. If the advertising is responsible for their spending only five cents a day more, that would add \$8 more to your sales, which with the \$10 from the forty new customers, would assure an increase of \$18 per day to your regular daily sales of \$40. So you have secured through advertising forty new customers, have held your 160 old ones and developed your business from a \$40 a day to a \$58 a day business.

Suppose that you advertised "cheap" leaders and had secured 100 new customers, but their average expenditure was only ten cents, then your increase would only be \$10, just the same as with the forty customers who average twenty-five cents at each purchase. It required less time and less help to wait on the forty customers and the increase in the sales was the same. The forty customers will be more permanent because they were attracted by "quality" advertised leaders rather than "cheap" advertised leaders. Customers attracted by cheap prices are apt to go to another pharmacy the minute its proprietor starts advertising a few low-priced specials. It should be your endeavor, then, to advertise for "quality" customers.

For instance, let us suppose that you are carrying a stock amounting to \$4,500, and your gross profit averages thirty-three and one-third per cent. Then every time you sell \$4,500 worth of goods you make a gross profit of \$1,500. If your expenses for the year are, say \$3,937.50, then it is easily seen that if it takes a year to sell your \$4,500 worth

of goods, you will lose money because your yearly expense is greater by \$2,437.50 than your yearly profit. Now, then, the only thing for you to do is to sell your \$4,500 worth of goods several times during the year. Suppose you sell that much three and one-half times during the year, then your yearly sales will be \$15,750, and your gross profit thirty-three and one-third per cent. of this, or \$5,250. Deducting your expenses of \$3,937.50 leaves a net profit of \$1,312.50, which figure is eight and one-third per cent. of your total sales, or about twenty-nine per cent. on your capital invested in your stock. If your capital can be "turned over" four or four and one-half times a year, your gross profits will be larger.

Now you can afford to increase your expenses by buying more advertising, if it secures a more frequent turn over of your stock. The possible development of your business and your past experience will have to be brought into play to determine how much you can increase your expenses by advertising and have such increase prove profitable.

Here is one way to figure it. We will assume that your yearly expense of \$3,937.50 doesn't include your advertising expense. Your net profit on your \$15,750 yearly business we have seen is \$1,312.50. Now, suppose that in analyzing your yearly sales you figure that it is made up like this; viz., \$13,650 of it represents the trade from 150 customers with average yearly purchases of \$91, which would be about twenty-five cents a day, or \$1.75 per week. The remaining \$2,100 you figure is transient trade. At thirty-three and one-third per cent. gross profit you would make thirty-three and one-third per cent. of \$91 or $\$30.33\frac{1}{3}$ on each regular customer's yearly trade. Now, you figure that if you can secure one permanent customer through \$20 worth of advertising, you will make $\$10.33\frac{1}{3}$ clear profit on this customer the first year, besides probably getting some extra transient trade or single sales brought about through the extra advertising, and the profit on your new customer for the coming year. You now assume that you can get forty steady customers in a

year, so you can afford to spend \$20 in advertising to get each one, or \$800 for the year's advertising. Besides this, you can safely count on each new customer bringing a friend to trade with you.

You can further figure that your sales will increase for the second year something like this, viz.: trade of forty new customers at \$91 each, \$3,640—trade of twenty new customers (brought in by the forty new ones secured through advertising) at \$91 each, \$1,820—ten per cent. increase in single sale and transient customers (on account of the increased advertising), \$210, making a total increase in the second year's sales of \$5,670. This figure added to the sales of the first year brings the total sales of the second year up to \$21,420. The expenses of the second year were \$3,937.50 plus \$800 additional for advertising, making \$4,737.50. The gross profit was thirty-three and one-third per cent. of \$21,420, or \$7,140. Deducting from this sum the yearly expenses of \$4,737.50 leaves a net profit in the second year's business of \$2,402.50, or about eleven and one-fourth per cent. of the total sales.

These figures are given just to show how you can figure out ahead on your own business. The first year without advertising, your capital turned over three and one-half times. The second year as a result of the advertising your capital turned over about four and three-fourth times and your net profit on your total sales increased from eight and one-third per cent. the first year to eleven and one-fourth per cent. the second year. You cannot secure all the customers in your town, but you can get a good many new ones through advertising. The benefits of advertising does not rest with merely securing new customers. It holds the old ones, creates new wants in them and makes their yearly purchases greater. Advertising draws to your store many single-sale or transient customers, which gives you and your sales force an opportunity to make them steady customers.

You naturally lose some customers every year, through removal from the city, removal from the locality of your

store to some other section of the city, thereby transferring their patronage to some other store. Your own steady customers like to see your store progressive, and well-directed advertising is the motor force at your disposal. Right here might be said that many pharmacists in their zealous search for new customers neglect their old ones or lose sight of the importance of retaining them. They feel that they are sure of them anyway. Some competitor is always looking for them and often makes such a tempting offer that your old customers will take it up. Then you will be in the same position as if you lost a valuable present or article of jewelry, you will find it difficult to replace. So hold on to your old customers, stimulate them to buy more through strong advertising. If you can increase your sales largely through greater purchases of your old customers it is better than increasing your sales through new customers. A large number of new customers means more clerks to wait on them, increased expenses, etc.

Besides holding your customers through advertising, send them a letter occasionally, asking them to suggest some improvement in your store or its service, ask them to register any kick they might be secretly nursing, make them believe that you deeply appreciate their patronage and their opinion. Every person feels a sense of flattery when his opinion is asked on such a question as improvement in store service. He feels, also, that you do not think that you have a mortgage on his trade. That you appreciate it is shown by asking his opinion through a personal letter. Prepay the reply on such letters.

QUALITY ADVERTISING.—The advantage a pharmacy has over a department store is that the pharmacy is equipped with a larger stock of goods and a greater variety and the sales force has more of a personal following. This is speaking in general, of department stores which carry a miscellaneous line of articles found in a pharmacy, but which have no separate pharmacy department. It is pretty hard for the pharmacist to compete with a department store on a price

basis, but he can compete on a quality basis and his advertising should be largely to quality talk. It is your strongest card to play. The personal element is ever present in a pharmacy. That is, you have a large personal following yourself, so have your clerks. Your success largely depends upon this personal following. Many customers want you to wait on them, to advise them, to personally attend to their needs. Your clerks have friends and relatives interested in them, who help all they can by trading at your store. A large share of your daily sales is derived from the steady patronage of the store's personal followers.

To increase your sales you must force these customers to buy more and you must secure new customers of the "quality" rather than of the "bargain hunting" sort. Your steady customers average to spend a certain amount in your store every week. You know about how many cigars a certain customer will buy, how much candy and soda, sundries, etc. You can count on him spending \$1.50 or \$2.00 a week regularly. Now, if you can get some new customers with that weekly expenditure, your business will grow. There are two ways to get the new customers, viz.: by using your regular customers so well that they will recommend their friends to trade with you, and by advertising for new customers.

The customers that trade with you probably come from a small circle near your store. You will naturally expand this circle as your business grows. But when this imaginary circular line spreads until it touches the line of your nearest competitor then it has gone about the limit and it stops. Now to get more business you have got to advertise, so as to draw from the next man's circle or from the city at large. You can do this easily by securing the sole agency of a good perfume, brand of chocolates, a good patent medicine, exclusive brand of cigars, etc., then advertise these heavily. You would make some profit even though the advertising expense was heavy. For that matter, you would be ahead of the game if the advertising expense had eaten up all the profit on the special articles sold. You have secured

several new customers by it, from all parts of the city, and each one of these will probably tell a friend about your store and the "quality" goods you sell. Even though they buy goods for immediate use from their nearest pharmacist, they will journey to your store for "quality" specials.

Then you can advertise your superior service, your store spirit, our liberal exchange offers, guaranties, your free delivery, your attention to telephone orders, etc. You might inaugurate a card system for several of your customers, making an entry on each one's card the different special things you put up for them, special face lotion, powder, orris tooth powder, throat gargle, asthma powder, etc., so they can order them over the telephone or get them from your clerks when you are not there. Some leading clothing dealers keep cards where they record the size of a customer's hosiery, underwear, gloves, etc. This method is business-like and affords the customer a chance to buy over the 'phone and relieves him of the bother of trying to remember the sizes of his different garments.

CHECK INSERTIONS.—By being an advertiser you are entitled to a copy of the paper free, see that you get it; sometimes you won't unless you ask for it. Cut your ads. out and paste them in a book, marking the date under it, also the page and position it occupied. This has the two-fold purpose of enabling you to check up your monthly bills and to refer to your old ads. for copy suggestions for new ads. If you use street-car cards, ask for a statement every month from the advertising agent for the cars, stating the number and kind of cars that carried your ad. Get a statement from the bill poster and see that he replaces all posters damaged by storms. By checking all your newspaper insertions you can tell at any time of the year just how many inches of space you have used and the remainder available under your contract.

MAKE USE OF GENERAL ADVERTISING.—The manufacturers of articles sold in a pharmacy spend huge sums of money to advertise their goods and create a demand for them so

that they help you to sell them by sending the customer to you. Therefore, you should co-operate with them in order that they may get the proper results from their heavy advertising expenditures. You can do this by mentioning in your ads. every once and a while, the several nationally advertised articles that you carry; such as face creams, Gillette razors, Colgate's Ribbon Dental Cream, Mennen's Talcum, Prophylactic Tooth Brush, New Skin, etc.

Another good plan is to have some circulars printed, listing the different articles nationally advertised, then distribute these circulars to your customers and leave some on your counters, also enclose them in packages. In this way you get some benefit from the general advertising campaign. You should carry as many advertised articles in stock as possible, for well-advertised goods are half sold when you place them in stock. The general advertisers will furnish you free electros, window signs, car cards, booklets, samples, counter wrappers, copy suggestions etc. You can get many good ideas from such material for the men that get up these booklets, ads., pamphlets, draw a good salary. Their work is worth studying. It would pay you to subscribe to a good advertising journal to read in conjunction with your regular trade papers.

A retail hardware dealer in Binghamton, N. Y., wrote to the Quoin Club Key in February, 1900, his method of co-operating with the national advertisers. He stated "I make the national advertising valuable to me by looking through the new magazines for the month, seeking for ads. in our line—hardware. I then tabulate them on a form. This shows what goods should be pushed that month, shows me the best things to present in my windows and through other advertising channels. I believe that drug, dry goods and book stores could use this plan to advantage. This way of studying current magazines solves three main problems for the retailer, showing him: 1. What to advertise. 2. The talking points. 3. When to do the deed."

A pharmacist, who is a friend of the writer, recently pub-

lished a sixteen-page booklet about the size of a magazine, containing the full page, half page, and quarter page ads. as were used in the regular magazines, of the nationally advertised articles that he carried in stock. He wrote to the different manufacturers, who sent him duplicate electros of their magazine ads., so the pages of this pharmacist's booklet looked like the advertising section of a magazine. The title of the booklet was "Magazinisms" and on the outside cover was this notice: "The goods advertised inside are all popular articles. We have stocked these articles because we believe they are good. You will recognize the ads. Nothing is easier than to get the goods. Send us a telephone call or a postal card and the goods will be at your door." About forty-three articles were advertised. Several manufacturers aided the pharmacist by sending him extra goods and others by cash donations. Each manufacturer received a copy of *Magazinisms*, copies were distributed about the city, and given out to the customers with each purchase. The pharmacist was well satisfied and said the scheme was a good one.

CHAPTER XXXVII.

MAIL ORDER ADVERTISING.

A NICE mail-order business comes in pretty handy when regular business is quiet. Steady sales made through the mail count up even though each separate sale is but ten cents or twenty-five cents. Then, too, it can be handled by your regular sales force. The orders come in so they do not require much time to fill them and your clerks can put up the orders when otherwise they might be idle. The advantages of mail-order advertising are many. 1. It increases your territory. Any article that can be mailed can be sent to any part of the country at practically no expense for transportation. 2. The sales are made on the cash-with-order plan. 3. No extra stock is required. 4. You can get many repeat

orders from the same customer. 5. Your competitor cannot find out the amount of your mail-order business, as it is conducted secretly. 6. It enables you to build up a good business on your own specialties and goods of your own make, with people living outside your own city. There is a lot of good trade in the towns and villages surrounding your city. Go after it. You can get it. The mail-order houses have no trouble in getting it. They are pegging away for it all the time. The rural free delivery covers all the country routes, you can deliver orders quickly either by mail or express.

Mail orders require some care. A record should be made of every order, however small, and this record should include the kind of goods ordered, from whom, when shipped, whether paid for or not, what clerk put up the order, whether shipped by mail or express, time and date of shipment. With such a record, you can write your mail-order customer the whole story of the order from the time it was received until it left your hands. In case of any complaints, your customer will then be convinced that mail orders are carefully attended to. It is better for you to prepay express always or agree to prepay it on all purchases amounting to a certain sum. This latter is the plan in use by the large department stores, only that in some departments, like the furniture department, they require a larger amount to be purchased to obtain the free transportation.

There are two objections to be overcome in the mail-order trade. 1. *Impossibility of personal contact with your customers.* This you can overcome by making all your letters personal talks; write to them as you would talk to them personally. A personal tone in all the advertising you send to them also helps. Free trials, money refunded if purchase is not satisfactory, guaranties, are all good points to mention in your advertising, also a good description and an illustration of the goods. Remember that your customer must order the goods without having a chance to see them or talk with you. Make him see them through your advertising and make

him talk with you by conversing with him through personal letters.

2. *The bother of ordering goods by mail.* This can be overcome by sending addressed envelopes, coin cards, accepting stamps for small sales, instructing them to pin a dollar bill to the order, printing a coupon in your advertising matter or in your newspaper ad. to simplify writing the order. Many people hesitate about writing letters to order goods, but will take some action if the action is made easy for them. With this action made easy and the goods delivered at their door, in most cases without cost to them, you ought to get some of their business.

Go after them every month with some offer. Send them circulars, samples, advertising matter. Write them a personal letter when you ship the first order. Put picture cards, counter slips, samples of pills, perfumes, powders in the packages that you ship to them. Send them a souvenir. They like attention, then they feel as if you really appreciate their trade and they feel friendly toward you and your store. If inquiries come in without orders, follow up the inquiry with a strong personal letter even though the inquiry was sent in out of idle curiosity or to get something for nothing. Your local paper has quite a number of subscribers in the suburban towns. You as an advertiser in that paper can procure the names of these out of town subscribers.

From name brokers you can procure a list of names of people who have actually bought goods by mail. As each order comes in by mail that customer's name is an asset for you if you can hold him. The fact that he has already bought proves that he is a mail-order buyer, but one purchase won't pay you; he must make other purchases, and it is up to you to make him do it. Mail orders come in slow at first. You are a new comer in the field and your mail-order audience isn't acquainted with you yet. Sending out a few circulars and a catalogue doesn't make a mail-order campaign.

Get the Post Office rulings on all second-class matter. There is a new ruling on the size of the coupon. This rule

states that the coupon should not occupy more than twenty-five per cent. of the total area of the advertisement. Thus if you send out a circular with an ad. occupying the last page and have a line at the bottom of the page for the name and address together with the instructions "Cut out this advertisement," those words make a coupon out of the whole back page and your circular becomes unmailable. Such a coupon in a page ad. in a magazine would exclude the magazine from the mails. Poisons are unmailable; also, liquids exceeding four ounces.

Keep plugging away at your mail order customers every month. Make them feel that they are just as privileged and even more so than the customers that trade over the counter. Emphasize in your ads. your prompt attention to all mail orders. Make a systematic effort to get some mail-order business. The people living in small towns, villages, and on farms are just as desirous of buying the latest goods and specialties as their cousins in the city. Every once in a while you can run solid mail-order ads. with a cut showing a mail carrier or a rural carrier delivering mail.

The best things to advertise are articles easily mailable. Cameras and camera supplies are used by nearly everybody and these are good articles to work up, because the customers "come back" for more. Also safety razors, razor blades, fishing tackle, stationery supplies, ointments, headache remedies, corn cures, toilet powders, perfumes, sachets, rubber goods.

HOW TO COMPILE A MAILING LIST.—An accurate mailing list is a big asset to any pharmacy. It is a hard thing to get one in which there will be no waste circulation of advertising matter sent out. Selecting names at random from a directory is a long, tedious job; when you have secured a list in this way a large part of them will not be prospective customers. You can make a house to house canvass of the people living in the district served by your store. Such a census is often made by the different churches and you probably could copy from their lists by telling the pastors and clergymen why you wanted them. Hardware dealers usually have a list of farmers. They use this list quite often

for sending out samples of seeds and literature pertaining to fertilizers. The writer once needed a good list of people that kept horses, to circularize them with veterinary remedies, advertising booklets. A neighboring hardware dealer loaned his farmer's list, this was added to by getting names of livery stable keepers, truckmen, grocers, provision dealers, etc., then that list contained prospective buyers, as every person whose name was on it kept one or more horses.

Another method is to have each clerk in your store make out a list of all their friends and their friends' chums, also ask them if they know the names of the different customers trading in the store that are known to you only by sight. It is an easy matter to get the names of the clerks in the stores and offices in your immediate vicinity, also the names of the teachers in the nearest school, the permanent firemen at the nearest fire station. If you are near a Normal School or other educational institution you can get the roster of the students or by giving a box of candy to one of the students he or she will supply you with a hundred select names of good buyers.

Getting your customers to register their names when you give them a calendar is a good method for those who get out calendars every year. The assessors' books, the registrars of voters lists, the telephone directory, the poison register, the business directory, the list of corporations, the list of public school teachers, all afford material for some good names.

The names on your mailing list should be kept on cards alphabetically filed. Upon these cards you can enter any extra bit of information about the customer, his special needs, his peculiarities, his preferences, hobbies, etc. It is easy to revise these lists. If a customer leaves the city, his card is simply taken out of the file. The lists should be classified. One list to contain the names of those to whom advertising and samples of perfumery, toilet articles is to be sent; another, the names of confectionery buyers; another, the names of your cigar patrons; another the names of farmers who buy

seeds, veterinary remedies, etc.; another, the names of physicians; another, the names of dentists.

Whatever matter you send out should be of good quality. The paper and printing should be of the best and everything enclosed in envelopes should bear a two-cent stamp. It is worth two cents to get a folder, circular, or letter into a prospective buyer's hands. The extra cent assures it will be opened and glanced at. Many one-cent communications are tossed into the waste basket without being opened at all. Don't send out more material to your mailing list than your advertising appropriation will afford. Better have a small, revised, active, mailing list than a large, cumbersome, expensive list, that will have a large percentage of waste circulation.

KEYING ADS.—The different forms of keys for tracing advertising results are: 1. A different street number in each medium. Thus, if your store is at 647 Broad St., you can use the number 648 in one local paper, 646 in another, 649 in a suburban paper, etc.

2. Use of post office box numbers. In this case use box numbers higher than any in use in the post office in your town.

3. Use of department numbers. If you subdivide your business into departments, use one of these numbers as a key.

4. Use of booklet numbers. Your cigar booklet would have a number, your toilet goods booklet another, etc.

5. Changing initials. For instance, if your store is known as Davenport's Pharmacy, one ad. could read The Davenport Pharmacy, another The D. F. Davenport Pharmacy, etc.

6. Use of coupons. These can be used in your booklets, circulars, or newspaper ads. You can also include the key number in the coupon, then the prospective purchaser won't have to use it in sending in the coupon.

Watch for the new families that come to town. Be the first one to send them a welcome letter. The newspapers often mention the arrival of a certain person who is to be the new foreman in some factory. Write to him. You can

get his street address from the postmaster. Many times some of your customers are relieved of their positions by somebody from out of town. Get the names of the successors and send them a letter. You can get the list of births at the city clerks office, send samples of your baby powder or present each fond mother with a box of your toilet powder. The writer knows a pharmacist who has followed this plan for years.

The subscription lists of the daily papers furnish good names. The names of new voters are usually published during the registering season. The different secret orders in the city usually have a printed roster of their members, the Board of Trade, Chamber of Commerce, Merchants' Association, also. You can get a list of the members of the Grange, agricultural societies, fruit growers' associations. In the large cities the names can be copied from the hall directory on the walls of the first floor of an office building. In apartment buildings the names can be copied from the mail boxes and in apartments equipped with elevators the hall boy will furnish them.

If you have an opening day in the Spring or Fall or an Anniversary Sale at which you give away souvenirs, make it a condition of the receipt of the souvenir, that your visitors register their names and addresses in a book. On your anniversary circular you could have a coupon printed. Every person bringing the coupon with their name and address on it will receive a present. It might be a special quarter pound box of chocolates or a box of toilet powder. Put a time limit on the coupons so they will be presented as soon as possible.

To sum up this division on advertising, you must first have in mind the purpose of advertising, which is—to *sell goods*. Keep those three words in mind every time you write an ad. Write your ad. as you would talk to a man to sell him any article in your store. Advertising is salesmanship in writing. It is salesmanship on paper. Plan your advertising campaign ahead, go over your appropriation several times to see that you have made the proper apportion-

ment to the different mediums and the proper time distribution.

Advertise honest values. To be successful you must only advertise what you can supply. The public won't stand for dishonesty in advertising any more than they will dishonesty in business dealings. Be honest in your advertising. Under-advertise rather than over-advertise. The agreeably surprised customer is one of your biggest personal advertising mediums. Truthful advertising should be your motto. This kind of advertising will establish confidence between you and the public. All the business of this country is conducted on confidence. Fully ninety-two per cent. of all commercial transactions are conducted on paper, with checks, drafts, and notes, which are all accepted with the confidence that the makers will pay them when presented. They are merely pieces of paper, promises to pay, which are accepted as money, due to the confidence of the public. Money in cash is used for only eight per cent. of our commercial transactions.

Infuse a little of your own personality into your ads. Have them informative. The public want to know all about the goods. Give a truthful presentation. The real basic principle of success in advertising is to give a truthful presentation of the merchandise you have to sell backed up by reliable merchandise.

DIVISION IX

WINDOW DISPLAYS

CHAPTER XXXVIII.

FUNCTIONS AND REQUISITES.

THE functions of a good window display are the same as those of a good ad. 1. To attract attention. 2. To create desire. 3. To convince. If it falls short of these requirements

it cannot be called a successful window display. The window display to-day is considered a form of advertising just as much as the newspaper or the store paper. It is such a good advertising medium that a new profession has been formed, that of window dressing. It is a distinct profession and an expert window dresser can produce some wonderful effects, possessing attractive and selling force to a marked degree. He is part artist and part advertising man. He makes of his windows live ads. instead of written or printed ones. He plans his windows in advance, as soon as one is completed the next one has assumed form in his mind. He sees it completed long before it is time to use it.

When a prescription is handed you, the first thing after reading it you form a mental picture of it, you know how it will look when completed, what color it will be, whether it will be cloudy or clear, etc. That is just what you should do with your window displays, make mental pictures of them. You should plan them days and weeks ahead. Next week's displays should surely be planned and ready to put in before this week's is taken out. It is easy to do this when you are accustomed to it. It is a great deal easier than to try to think of something to put in the window the minute you have taken out the old display. This latter method usually results in a little of everything being thrown in and in a mixed up, tumbled up way. Such a display can hardly be classed as a window display, under the modern meaning of that term.

The window display should be planned to co-operate with your newspaper ad. When the customer reads in his newspaper at home of the article you are offering, then sees the article in your window when he goes to work, a firm impression is made on him by these two strong mediums acting in co-operation. This method concentrates his thought on the article and either induces him to buy the article at once, or keeps it foremost in his mind until he needs an article of that nature, when he will remember the deep impression made on him by your newspaper ad. and window display.

Haven't you ever had a customer talk to you like this: "I want a box of that stationery you are making a run on; I don't know just what the name is, but about three weeks ago you advertised it in the paper and had a window display of it at the same time; I can tell it if I see the package." Then he will go on to tell you that he didn't need it at the time of the display, but his supply had just now given out and he wanted to try the kind you advertised. Your kind was impressed on his mind by the ad. in the paper and the window display acting in co-operation. Such instances as this are common. The writer could mention similar instances that occurred in his own store on forty different articles.

ONE THING AT A TIME.—The most common mistake made by pharmacists in dressing their windows is to put too many things in the window at one time. Merchants in other lines err in this respect. Here is an instance; not far from the writer's store was a large store (not a pharmacy) with excellent show windows. This store was owned by a corporation conducting stores in several cities. One day the writer met the president of the corporation who said: "How do you like this window and how do you like the window displays of our store in general?" When the reply came: "There are too many things in it, no one thing is in evidence, the display is not so arranged as to leave a definite impression of any one article, and the passer-by would neither be attracted at all or if so, would go away with an impression of confusion. All he would remember would be a mixed up jumble of things. Why not show up one of these articles one week, another the next week, not throw them all in together?" The president replied: "Well, that's just what I say, but I can't make my manager believe it. I've told him that more than fifty times. I wish you would get his ear some day and tell him that. I don't think our windows are doing us one bit of good."

Any pharmacist who understands advertising wouldn't be guilty of such a condition, because as he writes his newspaper ad. on but one article at a time, he would plan his

window display for only one article at a time. If you haven't enough stock for a suitable display of one article, add one or two articles that have some relation to it. For example, if the display was on tooth powder, tooth brushes and tooth brush holders could be added. If on castile soap, rubber sponges or face cloths, etc. Even in such cases there should never be more than three or four articles shown in the same display.

Psychological experiments conducted in the laboratories of several leading universities prove that the eye can perceive but four things at a time. Four words, four articles, four geometrical figures, etc. As your window display must first catch the eye of the passer-by it should never have more than four different articles and it will attract attention much quicker and make a deeper impression if but one article is shown at a time, then all the power of the eye will be focussed on the one article. A high grade millinery store in Boston, when showing new hats, displays but two or three hats at a time. Think of a whole window devoted to three hats. Yet that was a fine display. The writer could never pass that window without being attracted to it. No chance for confusion there.

The *second mistake* in window dressing is crowding the window. Even if but one article is used the display is overcrowded. This condition is easily noticed by the public and they often say of a store: "Their windows are always too crowded—they are actually stuffed all the time—it looks as if they wanted to put in the window a sample of everything they sold in the store." Over-crowding a display kills its force.

The *third mistake* is poor arrangement. You may use one article and not over-crowd it, but still spoil your display by poor arrangement.

The *fourth mistake* is the absence of show cards and price tickets. This is a fatal mistake. The majority of pharmacists are guilty of it, too. Your display may be of one article, not overcrowded, nicely arranged, yet if it is without the show



EXAMPLE OF DISPLAY OF ONE THING AT A TIME. DISPLAY OF TOOTH BRUSHES, A CLOSELY ALLIED ARTICLE SUBORDINATED, GIVING EMPHASIS TO THE TOOTH POWDER

cards and price tickets it doesn't say anything to the passer-by. It is like a dumb man, looks good, but don't talk.

The *fifth mistake* is too infrequent changes. If displays are left in the window too long, their force is spent and they almost undo the good they have done. People tire of seeing the same thing right along. The display should be changed at least every week.

The *sixth mistake* is lack of harmony in the colors of crêpe paper, cloth, artificial flowers and vines used in the display. This mistake throws an otherwise good display out of balance. You may avoid the other five mistakes mentioned and still make your display incomplete by a clash of colors.

The ultimate object of a window display is to sell goods, but to accomplish that end it must first attract attention. How can we attract attention to our window displays? How can we compel people, when rushing by our store, to stop and look in our windows? Everybody seems to be in a rush nowadays and we must have something out of the ordinary in our display to stop their rush for a minute or so. Cleanliness appeals to everybody, so first of all our window must be clean, not only both sides of the glass, but the outdoor and indoor window signs, the paint, shelving, sign holders, electric light bulbs, gas jets, glass display stands, decorations, and in fact, everything in the window itself and everything used to make up the display.

An unclean window must not be tolerated. It was not included in our six mistakes mentioned above, because it must be apparent to every pharmacist that no display can be successful with unclean windows. If the glass is immaculate and the inside window signs, shelving, mirrors, covered with dust and fly specks, the window is not clean from our standpoint.

The next question is what to use for decorations. Crêpe paper is as economical as anything. In the fall and winter use warm colors, as warm tans or warm reds; in the summer use cool colors, as greens and blues; in the spring floral designs, violet, lily, rose figures, etc. Colors are graded

according to their attractive power is what psychological experiments teach us.

After the window has been cleaned and the decorations chosen and put in place, then comes the choice of article for display. First of all your stock of the article must be sufficient to make a good display, second, the article must be seasonable. The best time to display an article is in its natural selling season. That is the time people can be more easily attracted, too. The next requisite is the arrangement of the article. Every book, novel, oration, composition, picture, is based upon one central idea. All the other ideas are grouped about this one central idea. A window display is like a picture and its central idea should be the first thing to decide. How will you arrange your centrepiece. It ought to be the heaviest portion of the display; leading from it to the corners of the window the display should be lighter and at the corners or extreme ends it can be heavy, but less heavy than the centrepiece.

If the supply of goods is limited the whole display can be assembled in the centrepiece, the remainder of the window being taken up by the decorations and window cards. Goods placed too near the glass destroy the effect of the display. They should be set back quite a distance. The proper perspective should be observed in the arrangement of the goods. Goods arranged in a concave or semi-circular form tend to conform to the natural shape of the eye, attracting it quickly and leaving a strong impression.

The fifth requisite is window cards. After the goods are arranged, then, the window cards should be distributed. The first one to place is the large one to be suspended from the ceiling and hung just over or a little back from the centrepiece of the display. Or it may be held in place by two upright sign holders. This sign should have the name of the goods, the offer and the price and a catchy phrase or headline. Two small window signs may be built up at the rear of the display or set in framed sign holders in the front corners of the window, not turned flat to the front, but one

facing upstreet, the other down. These three signs ought to attract people going up and down street, walking on the other side of the street, passing by in teams, autos, trolley cars, bicycles.

Something moving in a window is always a big eye catcher, and especially so if the motive power is out of sight. A silk flag waving in the window as though it were outdoors in a strong western breeze will draw a big crowd. The electric fan that keeps it waving may be at the rear of the window, covered with a cardboard sign, so that nobody knows what makes the flag wave.

There are then six points to be considered to make window displays attract attention. 1. Clean windows (includes also the decorations, supplies, shelves, brackets, pedestals). 2. Harmony of colors. 3. The use of but one article for the display. 4. Proper arrangement of display. 5. Appropriate window cards and price tickets properly placed. 6. Moving objects in the window.

The number of people attracted to your window display constitutes its circulation and the larger circulation it secures, the better results it should have. You must, therefore, try to attract not only the people that pass it on the same side of the street, but also on the other side and those riding in vehicles in the street. The whole display should have the proper balance and perspective to accomplish this result.

The second function of a window display is to *create desire*. This should be accomplished by having the display strong and forceful, well balanced, if possible, a picture showing the article in use; window demonstrations, show cards of an informative nature telling all about the goods and their many uses, display of the ingredients used in its manufacture, and the display in general so arranged as to appeal strongly to the peoples' judgment and imagination.

The third function of a window display is to *convince and produce action*. This is the salesmanship part of the window display. Here is where the window must talk to the customer just as you would talk to him personally. The

sale must now be closed. This can be done by having price tickets where they can be easily seen and read, by testimonials or guaranties by special prices for that day or that week only, by show cards reading: "Money refunded if not satisfactory," "Money back if you want it," "Used and indorsed by all our customers," "Premium with each purchase this week only." All these conditions act as convincing arguments, which together with the timeliness and seasonableness of the display ought to make the customer act at once. It is not enough for a window display to attract attention and create desire, for if it fails to convince and produce action it falls short of a successful window display.

WINDOW AS A SALESMAN.—There is one principle in window displays which should not be lost sight of—it is *to sell goods*. You might have a novel moving figure in your window that would draw a big crowd, but if it didn't have some reference to your goods and suggest their purchase, the crowd would go away without buying. No matter how clever or original or attractive your display may be, it must make sales before it can be called successful from a business standpoint. Haven't you ever noticed how a street fakir works? He gathers a crowd, then explains his wares, performing on a musical instrument, or making mechanical toys work for your benefit. He demonstrates to you what those knick-knacks will do and the first thing you know he has created a desire in you for one of them and he gets your money. That is a simple form of the salesmanship that a window display should have, not merely to stop him from going by, but to bring him in, to get his money. To that end all moving objects or novel effects must have some relation to the goods.

The National Cash Register Co. use a mechanical mouse which runs up on a barrel in a grocery store, takes a dollar bill out of an old fashioned money drawer and runs away with it. The carelessness of the old system and the loss of the dollar bill suggests buying a cash register, where the money will be safe, etc. The circular saw cutting through the sole of a Regal shoe suggested the honesty, durability,

economy of that shoe. The people were convinced just what the shoe was made of. It made them want just such a shoe. Frying griddle cakes in a window makes your mouth water for some of them; making candy, dipping chocolates and bon-bons, honing and stropping razors, exhibiting physical culture apparatus, all such demonstrations in windows create a want in the customer's mind and usually so strong a want that he comes inside and pays his good money to have that want satisfied.

CHAPTER XXXIX.

DECORATIONS, FIXTURES, AND COLOR HARMONY.

DECORATIONS.—Pieces of silk make pretty effects for the floor of the window. It should not be laid flat but puffed, shirred, draped, plaited, pointed, in order not to look too set. You can buy it from any wholesale dry goods house for thirty-seven and a half cents per yard. After using it in the window several times it can be used in the candy case for showing up pretty boxes or novelties and in the perfumery case for displaying fancy packages, cut-glass bottles and toilet requisites. If you buy the silk in light colors you can dye it over and over again so it will last a long time. A window display of toilet goods, face creams, manicure goods, perfumes, sachets, vacation requisites, fancy goods, cosmetics, and make-up articles, can be greatly improved by the use of silk, appropriately colored and properly draped.

Cheese cloth is cheaper than silk but not near as pretty. It only costs five cents a yard, but it has been used so much that it worked itself to death, and is now obsolete so far as big stores are concerned, and but seldom used in small stores.

Crêpe paper is largely used and is a popular favorite with pharmacists. The way to use it properly is to look over the sample book at a store and choose just the right color and design you need for a special display you have in mind. If in the fall and your display is to be spices and pickling supplies, the crêpe paper should be of the autumn leaf pat-

tern, and this pattern should show in the display, not be covered completely by the goods. Designs with ears of corn are good for fall displays. In winter choose fancy red designs, warm golden, or tan shades. In spring violets, lilies, roses, orchids, and other floral designs. In summer cool colors like greens, blues, and fancy combinations of each color. For special occasions, flag designs, hallow'en, Thanksgiving, Christmas, designs can be secured.

Artificial flowers, vines, shrubs, foliage, are coming into use and are so near nature that it is difficult to distinguish them from the natural flowers themselves. They help out displays of perfumes and toilet articles, special spring and fall sales, etc. If you are pushing lilac toilet water, a bouquet of artificial lilacs will help the display; if violet perfume, several bunches of artificial violets may be used; if grape juice, artificial grape vines and bunches of grapes make a big impression; garlands of autumn leaves, smilax, apple blossoms, cherry blossoms, can all be used to carry out ideas for special displays.

Paper napkins spread on the floor of a window make a pretty decoration, especially for displays of high-colored preparations like lilac water, violet water, red tooth wash, green dandruff cure, liquid green soap, etc. The fancy designs of paper napkins may be used for displaying perfumery, toilet articles, vacation and traveling needs. Then there are the paper doilies which are neat for displaying confectionery.

DISPLAY FIXTURES.—Glass shelves, brackets, pedestals, glass display stands, uprights, sign holders, price-ticket pins and clasps, should be in every pharmacy if they wish variety in their window displays. They are not very expensive and when not in use in the window can be used for show-case or counter displays. Short wooden pedestals with glass shelves placed diagonally across the top, show up goods very nicely and enhance the appearance of the display. It gives prominence to special goods other than those on the floor of the window.

LIGHTING.—The proper method of lighting the show win-



SODA WINDOW DISPLAY OF RIKER-JAYNES DRUG STORE, SPRINGFIELD, MASS. NOTE EFFECTIVE USE OF ARTIFICIAL VINES AND FRUITS AND LIBERALITY OF DISPLAY. THIS WINDOW PROVIDED A BIG ATTRACTION. A GOOD EXAMPLE OF COLOR HARMONY ALSO

dow is a system that shows the goods off to the best advantage. Lights on the ceiling of the window are the best, for by means of reflectors the light is thrown directly on the goods and there is no blur or dazzle to greet the customer. If you are on the wrong side of the street and wish to make your window attract people from the other side, you can have thirty or forty electric light bulbs around your window like a frame. This effect attracts attention all along the street in your vicinity, but when the people get near your window the power of the lights is too strong and glaring, and the goods do not show up so well. This system was used by the writer for several years, finally abandoning it for the installation of ceiling lights. These show the goods up much better, keeping the light on them and not throwing it against the window and into the street. This system is much more economical.

Many choose the system of suspending the lights at a certain height above the goods. If this system is used, care must be taken not to hang the lights so low as to let them shine in the eyes of the customer. This fault is quite common. If you use the right kind of a reflector the height of the lamp is not important in the matter of distribution of light. You ought to get the right kind of reflector to throw the light just where you want it, no matter how high up the lamp may be.

COLOR HARMONY AND CONTRAST.—The choice of wrong colors with their resultant clash spoils many an otherwise good display. Every pharmacist should have a general knowledge of the principal colors, their rules of harmony and contrast, their formations and influence upon the eye. Psychological experiments in laboratories prove that red is the color with the greatest attractive power. When you look at a painting, red is the first color you see, when you look along a railroad yard at night, how plain the red lights or the block signals are, you can spot them a long distance away. A bull will rush for a red garment, a turkey will get worked up into a nervous fit over a red handkerchief

waved at him, red fire can be seen for miles, red is a color that tingles the nerves and on account of its great attractive power, it is given first place in the choice of colors for signs and window displays.

The writer tested this theory by getting up a red window trim. Everything in the window was red. Thirty-six red crêpe paper shades were made for the electric light bulbs, red silk was used on the floor of the window, all the window cards and price tickets were of red cardboard, red baskets with red ribbons, red boxes with red tape, red paper and cardboard novelties, were used. The boxes, baskets and novelties were filled with Christmas confectionery. There was somebody in front of that window every minute of the day and evening, for it proved a great attraction.

Red contrasts well with green or colors containing green, and harmonizes with russet colors. As red tingles the nerves and makes the blood flow quicker, it is a warm color and should be used in the cold winter months. It looks well when combined with white, orange, gray, dark green. Huyler's candy stores can be easily distinguished in all the large cities by their red shades. In like manner the stores of the United Cigar Stores by their red signs.

Yellow harmonizes with green and looks well in combination with white. Yellow alone is a pretty color for window displays, but at night it looks almost white. It is handsome, however, for day displays.

Orange contrasts with black and dark colors and harmonizes with warm colors. It may be used in combination with maroon, green, red, white, gray, blue.

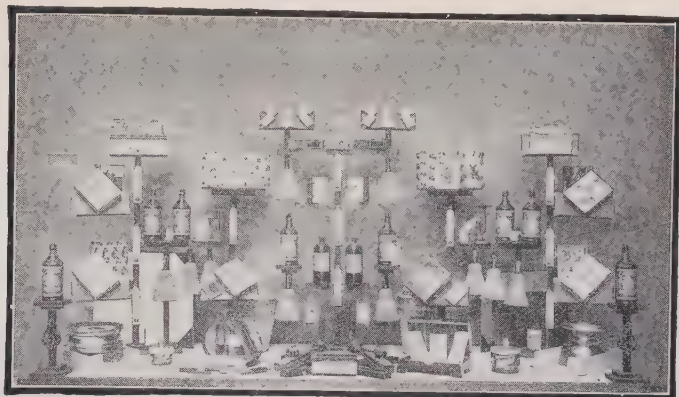
Pink is a good summer color. It gives a sense of coolness to your windows. Many of the ladies' and children's summer dresses are made of pink shades. Pink can be used in combination with white, pale green, light blue.

Purple looks rich with gold. It looks well also with dark red, dark green, orange, brown, white, rose.

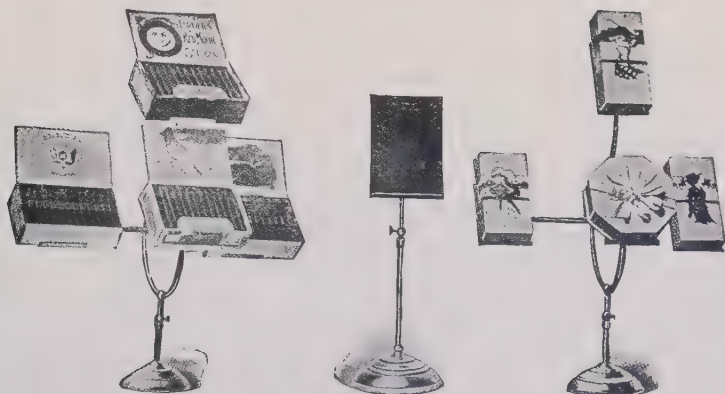
Green contrasts with crimson and harmonizes with yellow. It can be used in combination with white, purple, orange, red,



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Courtesy of The Oscar Onken Company, Cincinnati, Ohio, and Norwich Nickel and Brass Company, Norwich, Conn.

WINDOW AND STORE FIXTURES ADD ATTRACTION VALUE AND SALESMANSHIP TO DISPLAYS.

brown. Light green is a good summer color; it suggests coolness.

Blue is a soothing color. The sky, the lakes, the ocean, are blue and they seem to have a soothing effect on one's nerves. Light blue can be used for summer window displays. It looks well in combination with white, gray, golden brown, black, red.

Gold contrasts with any dark color, but looks richer with purple, green, blue, black, and brown, than with the other colors. It harmonizes with all light colors, but best with white.

Black is too heavy, gloomy, and dark a color to use alone. The glass of the window acts as a reflector against black decorations, or goods, or dark masses. Black is in general objectionable.

White is rather harsh; it is a good color to use, to brighten up a dark window or goods of a contrasting color with it. White placed near a color makes the color stand out stronger.

White contrasts with black, brown, and harmonizes with gray and buff. Its best harmony is with gold. White may be used in combination with pink, yellow, orange, blue, and olive.

Many pretty and striking effects can be made by knowing how to harmonize colors. It is better not to use too many distinct shades of color in one window. Either use one color or two. Apply this to the display of your own preparations and suppose that they are all put up in yellow cartons, then for the winter goods like cough syrups, emulsions, throat tablets, cold cures, etc., use warm green shades for decorations and for the summer goods like children's remedies, cordials, etc., use cool light green shades for decorations. These harmonize well with the yellow cartons. If the cartons are red, use dark green decorations in winter, gray shades in summer. These colors will harmonize with the red cartons. Again, if the cartons are white, use red or brown decorations in winter, light blue or light green or pink shades in summer.

CALENDAR OF WINDOW DISPLAYS

JANUARY Prescription Window. Own Cough Cure, Cold Tablets. Syringes, Atomizers, Clinical Thermometers. Lung Protectors, Chamois Vests, Hot-Water Bottles.	FEBRUARY Leading Advertised Winter Remedies. Valentines, Post Cards, Novelties. Sick Room Goods. Own Cough Cure. Cold Tablets. Washington's Birthday Window.
MARCH Prescription Window. Articles for Coughs, Colds, Sore Throat. Saint Patrick's Day Window. Face Creams and Lotions. Easter Perfumes, Toilet Waters, Sachets.	APRIL Blood Medicines. Stomach and Liver Medicines. Trusses, Crutches, Supporters. Hospital Supplies. Athletic Goods.
MAY Housecleaning Aids. Moth Balls, Camphor, Cedar Flakes. Spring Medicines. A Good Window of Herbs. Memorial Day Patriotic Window.	JUNE Photographic Supplies. Bath Requisites. Tooth Brushes, Tooth Powders. Corn Cures, Corn Plasters. Sponges and Chamois. Perfumes, Toilet Waters for Graduation Day. Fishing Tackle.
JULY Talcum Powders. Seidlitz Powders. Effervescent Salts. Soda Supplies. Vacation Requisites. Baby Supplies.	AUGUST Fly Paper, Insect Powder, Rat Killer. Own Headache Powders. Castile Soap. Bath Supplies. Diarrhoea Remedies.
SEPTEMBER Stationery and School Supplies. Spices, Extracts, Pickling Aids. Manicure Goods. Toilet Soaps.	OCTOBER Hot-Water Bottles. Fountain Syringes. A Good Brush Window. Stationery Window. Face Creams and Lotions.
NOVEMBER Plasters. Emulsions. Rheumatic Liniments, Pills, Tablets, Remedies. Own Cough Cure, Cold Tablets. Gymnasium Supplies. Thanksgiving Novelties.	DECEMBER Brushes and Fancy Goods. Toilet Sets, Mirrors, etc. Holiday Perfumes and Toilet Articles. Bargain Window (half-price goods).

Of course you know that white light when refracted or broken up by a glass prism separates into red, blue, and yellow, with intermediate shades. This gives us three primary colors, from which many other colors are made. The rainbow has seven colors—red, orange, yellow, green, blue, indigo, and violet. A knowledge of these two scientific truths will help you some. The color combinations of the different colleges always helped the writer in blending and harmonizing colors for window displays. Thus one college's colors will be red and gray, another's orange and black, another's blue and white, another's green and gold, other's crimson and white.

CHAPTER XL.

WINDOW PLANNING AND TRIMMING.

SPECIAL DISPLAYS.—Always take advantage of the opportunity afforded for displays on occasions like New Year's Day, St. Valentine's Day, Washington's Birthday, Lincoln's Birthday, St. Patrick's Day, Memorial Day, Flag Day, Fourth of July, Columbus Day, Hallow'en Day, Thanksgiving Day, Christmas Day, and on occasions of Odd Fellows, Masonic, G. A. R. parades, Old Home Week, and anniversary celebrations. There are many good novelties manufactured now for those different holidays, badges, buttons, flags, rosettes, post cards, pictures, and many large window cards and strips are supplied by the manufacturers. The drug trade journals, novelty journals, and catalogues will give you many good ideas. These special window trims will advertise you greatly, for many people from the surrounding towns come in on holidays to see the celebrations, parades, and attractions.

WINDOW NOVELTY EFFECTS.—There is no end to the many novelty effects possible in window dressing. One of the hardest effects is to keep foam on a soda glass in a soda supplies window display. The writer used the following method with success for several years.

CHOCOLATE SODA IMITATION.

Gelatine, 3 ounces.

Water, 1 quart.

Glycerine, 1 quart.

Sulpho naphthol, 4 ounces.

Soda foam.

Caramel coloring.

Cut the gelatine fine with a shears and let it soak in one quart of warm water until dissolved. Add one quart of glycerine and enough soda foam to give it a good foamy appearance. Beat with a wire beater or a wooden paddle until cold. Then add four ounces of sulpho naphthol to give it the milky or creamy appearance and lastly, enough caramel coloring to produce the right chocolate color. A few soda glasses filled with this mixture with straws stuck into each glass will attract attention because they look just like glasses of real chocolate soda and everybody wonders how the foam stays on top of the glasses for several days.

Cotton wrapped around the bristles of a shaving brush represent the lather. A water effect can be produced by a mirror, or by burying a shallow tank or pan of water in sand. You can build a small imitation of a log cabin with licorice sticks. You can buy small boxes of artificial snow or use cotton sprinkled with mica dust. Rock scenery may be made from several boxes covered with sand, plaster of Paris, lamp-black, then sprinkled over with mica dust. Novelty signs can be produced with cork letters. Strawberries can be arranged to spell the name of some special strawberry dish served at the fountain. Fruits can be frozen in cakes of ice so as to show through. Licorice drops form good signs on white paper, or pasted on white cardboard.

PHOTOGRAPHING WINDOWS.—It is a good plan to photograph your best window displays. It is quite a trick to photograph a window display so it can be made into a good half tone engraving. Few photographers understand it. The great thing to overcome is the reflection from the plate glass



TWO DISPLAYS WITH NOVELTY EFFECTS. THE SPONGE WINDOW DEPENDS UPON ITS FIGURES AND NOVELTY OF ARRANGEMENT TO ATTRACT ATTENTION. THE BEEF, IRON AND WINE WINDOW BIDS FOR ATTENTION THROUGH THE SIDE OF BEEF, WHICH ALSO SUGGESTS STRENGTH OF THE PREPARATION

window front, which comes between the camera and the goods displayed. If your store is on the shady side of the street the awnings, signs, bay windows, of the building across the street will be reflected on the glass of your window, and will show in the photograph; in fact your photograph will be a picture of across the street reflections. This situation confronted the writer when photographing his window displays. To get rid of the reflections it was necessary to get two long poles about twelve feet long, to which was tacked a large piece of green cambric cloth, two men stood out in the street and held this piece of cloth over their heads, until the cloth shut off all reflections from the window, then the photographer got between the cloth and the window and took the photograph.

Some of the dry goods dealers in the writer's town had their window displays photographed at night. These windows were brilliantly illuminated, with the lights hidden, then the photographer stationed outside took the photograph, requiring from twenty to thirty minutes exposure. All this time people were allowed to walk along the sidewalk between the camera and the window, but were not allowed to stop and look in the window.

If your store is on the sunny side of the street you won't have much reflection, because you have so much light on your goods. Your location on that side overcomes the two greatest difficulties, reflection from the plate glass and lack of sufficient light on the goods. With your store on the sunny side of the street you ought to get good photographs of your window displays. The night pictures with long exposures are usually the best, and give more sharpness to the photograph.

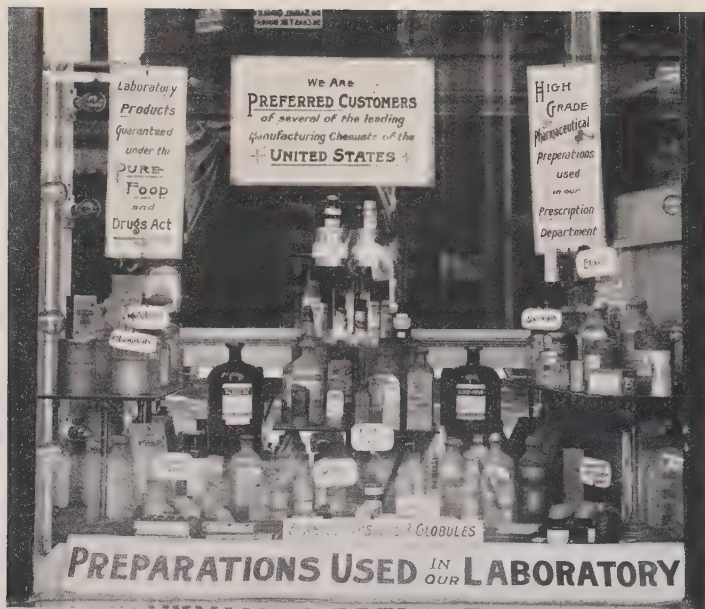
WINDOW RECORDS.—You will derive great benefit from a book of window records. In this book you can list your displays, the date of each, how long in the window, what success they were in attracting attention and selling goods. If a display of sick-room goods the first week in February last year didn't pan out well, try something else at that time

this year. Your book will tell you at all times just what success each display achieved. You can enter here also the compliments received for the display, including those told you personally, to your clerks, or overheard through the transom. In the back part of the book you can paste clippings from drug journals giving hints on window dressing, window novelties, and suggestions. Paste in photographs of your own displays and those of others that are reproduced from time to time in the drug journals.

BACKGROUNDS.—A decorative background sets off a window display if it is in keeping with, or has the proper relation to the display. It gives it a finished appearance and helps out on the circulation of the display by attracting the attention of people across the street. That is one of the objects of a background and the upper part of a window display. A display should have a two-fold purpose—to look finished to the close observers and to attract and appeal to the distant observer. To cause him to come across the street and get a near view. Backgrounds are usually made with such a degree of over-elaboration as to completely overshadow the goods forming the display. Then the customer concentrates his attention on the background rather than on the goods.

Architectural schemes of decoration are now popular, but while columns and figures look well in big department store windows, they overcrowd the average pharmacy window, and give it a heavy appearance. A neat background of neutral design and color with just enough decorative effect to relieve its bareness is the best for ordinary displays. Always bear in mind that a sympathy between the background and the goods should exist.

WINDOW CARDS.—These are absolutely necessary for every window display. They can be made with a sign-marking outfit, or you can paint them with a brush with black or mixed paints. Unless you can do a good neat job with the brush it is better to let a professional show-card writer prepare your window cards. They only charge from thirty-five to fifty cents for a half sheet, and after using the card in the



HOSPITAL SUPPLIES

DISPLAY FEATURING A GROUP OF PREPARATIONS, LABORATORY PRODUCTS. NOTE PROMINENCE AND UNIFORMITY OF WINDOW CARDS AND WINDOW TICKETS

window several times you can use it on interior displays, then hang it up in some conspicuous place where it will be always talking to your customers. You will find it a good investment. The colors of the window card should harmonize with the goods and decorations. If the goods are fancy and elaborate, a plain simple window card will suffice, if the goods are plain the window card may be of a little more fancy design. It's beauty, however, must never overshadow the goods.

LOANING WINDOWS.—It is in general far better to use your show windows for exploiting your own goods rather than loan or let them to manufacturers, whether remuneration is received or not. Of course there are exceptional cases like demonstrations of articles that you control in your town, prize window display contests on a certain manufacturer's goods, and a few other exceptional cases. Every pharmacist has so many kinds of goods that are suitable for display, that he never need want for sufficient merchandise to keep his windows in constant use, and it behooves him to make the most of the advantages his show windows can bring him in advertising and selling his wares. His show-window is one of his most valuable assets even when figured in dollars and cents.

WINDOW STRIPS.—These are especially good for soda and candy specials, novelties, holiday goods, and special sales. If you object to pasting these window strips on the glass as many pharmacists do, just stretch a piece of string or fine wire across the window from casing to casing, then hang the strips on with ticket clasps or fasteners. The wording of these strips should be short and catchy.

EXTRA WINDOW ATTRACTIONS.—A large clock corrected hourly by telegraph, hung in a prominent place in a show window is quite an attraction. People get in the habit of stopping to look at it and set their watches by it. A plate glass mirror placed in a window so that ladies can adjust their veils and hats, has considerable power as an attraction. These two schemes in connection with a pharmacist's show window do not sell goods, they are simply to attract attention

and induce people to stop in front of the window. Mirrors at the back and sides of a show window are excellent, for they make the display look larger and the reflection of the pretty colors in the mirrors makes a strong effect.

WINDOW TICKETS.—Always have the goods in window displays marked with window price tickets. You can make these yourself with a sign-marking outfit, or better still with white gummed letters and figures, which can be pasted on green or any colored cardboard. You can buy the cardboard in full sheets and cut it up yourself, or you can buy it already cut up in price-ticket sizes, with scalloped or round edges. Have the color of the price tickets match that of the window cardboard signs and harmonize with the decorations in general. If you were selling goods to a customer, after he had seen them he would ask the price, so after he sees them in your window, the price ticket tells him what you would have to tell him. It answers his unasked question. Many people attracted to a window, walk away from it when the goods have no price tickets on them. They will think they are too cheap or too dear, and being in doubt, continue on their way instead of coming in to buy.

ADDITIONAL DISPLAYS.—The calendar of displays on page 308 assumes that you have two show windows. The other show window to be used for displays of cigars, confectionery, soda supplies, post cards, novelties. Saturday candy specials, side lines, etc. If you have but one show window you should add to the calendar of displays on page 308 a good cigar window, a good candy window, a good soda window, every once in a while, and you should have at least once a month a good window devoted to one of these three lines. If you push post cards run in a good window on them, the same applies to books, magazines, wall paper, paints, novelties, cutlery, artists' materials, or whatever side lines your locality prompts you to carry. You can choose a certain day of the week, say Tuesday; run specials for this day only and have a special window display for just that day.

INTERIOR DISPLAYS.—This field is a neglected one in most stores. All the energy is put into window displays and the



EXAMPLES OF INTERIOR DISPLAYS WITH ALL THE EFFECTIVENESS OF WINDOW DISPLAYS. CONCENTRATION, ARRANGEMENT, LIBERALITY, SIGNS AND PRICES, TEND TO ATTRACT AND TO MAKE SALES

store displays are not given much consideration. People get as tired of seeing the same displays in a store week after week as they do of seeing the same window display for weeks at a time. The displays on show-cases and counters should be changed every week. You can change them by using the same goods, only re-arranging them and changing the position of the display from one show-case to another. Seasonable goods and new goods should compose the show-case and counter displays. Always have a show-case display of the articles that you have in your window during that week. Have this show-case display on top of the show-case nearest the window, then your show-case and window display work together, one to catch the customer's eye from the outside, the other from the inside. Experiment with interior displays and see which kind sells the most goods.

Baskets are good to display goods on show-cases and counters. Any seasonable article displayed on the counter where you do up packages sells goods, because while you are doing up the package the customer has plenty of time to pick up the goods and examine them. Sign holders should be used, also ticket pins and hooks. A display without signs and price tickets is a display, that's all. It doesn't say anything. With signs and price tickets it is a live display. It answers unasked questions.

The goods inside the show-cases should be changed about at least once a month. This change will put a new face on the store every month. Be sure that price tickets are on the goods inside the show-cases and small cards giving the name and description of the articles. Another strong point about displaying goods is not to have such a variety as to confuse the customer. If you have ten good varieties of an article it is easy for the customer to make a choice, but if you have thirty varieties he will get confused and might leave altogether without buying. This is especially true with holiday goods, and with souvenir post cards. If the choice is made easy they will buy, if not they will say: "I don't see exactly what I want, I'll come in again."

The writer tested this point purposely and found that

of thirty varieties of anything, rather than display all the thirty at once, it is better to make three displays of ten each or two displays of fifteen each. When the first display of ten has a few vacancies add a few from the reserve stock, that freshens up the display without impeding a choice. If you go into a post-card store you will see such an immense array of cards and colors, that you won't know where to begin, you will be confused. The post-card dealer is evidently trying to show every design in his stock at once. Far better is it to arrange those cards in groups with plenty of space between them and not too many in a group, then choice is made easy. Many displays are overdone. Too much contrast is no contrast; too big a variety becomes a "confusion worse confounded," and retards what it is intended to promote.

To sum up, a good window display has the same function as a good ad.,—to attract attention, create desire, and convince. It is a form of advertising; therefore it should possess salesmanship qualities. The window displays should be planned ahead just like the advertising campaign and should co-operate with it. Avoid the common mistakes of overcrowding, poor arrangement, absence of show cards and price tickets, infrequent changes, lack of harmony of colors and decorations used. It is not enough for your window display merely to attract people's attention, it must create a desire and convince them that they should come in and buy the article displayed.

Show but one article at a time or articles closely related. Have your displays seasonable. Display goods in their best selling season. Your windows are the eyes of your store and as you keep your own eyes clean and bright and free from cobwebs, keep your store's eyes in the same condition. Have your displays simple rather than complex. Do not have the decorations more attractive than the goods. It is the goods that you sell, not the decorations. Your store is judged by its window displays. Make them attractive and inviting to the general public.

DIVISION X

SPECIAL SALES AND SIDE LINES

CHAPTER XLI.

HOW TO CONDUCT SPECIAL SALES.

You should not attempt to inaugurate a special sale unless you have a real or apparent reason for doing it. You must give reasons for cutting prices or for giving special bargains. You may be closing out some department—you may wish to celebrate your anniversary with a big sale—your inventory may show that you are overstocked on certain lines,—alteration plans may necessitate reducing stock—removal—early season—late season—hot spell—cold spell—wet spell, etc., all these are valid reasons for reducing prices and conducting sales. You can easily conduct such sales as the following: A Clearance Sale of all holiday goods from December 26 to January 1. Mark everything at half price. Get what you can for the left-over holiday goods rather than carry them over until the next holiday season, when new styles and designs will eliminate the possibility of selling your carried-over goods.

If you take stock in January, run an After-Inventory Sale in February. Work off all the slow sellers disclosed by the inventory. Don't think of profit on these goods. Get what you can for them. Anything at all is better than to continue carrying them. They occupy space which should be devoted to quick-selling goods. The spring is a good time to conduct a sale featuring house cleaning aids, disinfectants, rubber gloves, sulphur candles, moth balls, cedar camphor, paint cleaners, varnishes, paints and oils, wall paper, and other necessities pertaining to the house cleaning or moving season. The fall is an appropriate season for a sale on hot-water bottles, rubber goods, school supplies, stationery.

Run an Anniversary Sale every year, featuring several departments of your business and have a good leader in each department. Give an appropriate souvenir to each purchaser during anniversary week. If you carry a large line of warm weather goods a Warm Weather Sale may be launched. It is better not to have too many sales during the year, the public might lose interest in them.

The object of special sales is to attract customers to your store. Once there your sales force is counted on to sell them many goods other than those they came for. Furthermore, these sales help to reduce your stock and close out poor sellers. Do not make too many leaders, especially if you are marking them at "less than cost." A good brand of some well-known article sold at "less than cost" is a great drawing card. Never sell these leaders at cost—mark them either below cost or at a small profit. The writer knows a furniture dealer who drew tremendous crowds to his store every month by offering staple articles below cost. One month he would sell hassocks for ten cents that cost him twenty-five cents—another month a chair at about half of what it cost him—the next month a table—then a tabourette—a wash boiler—clothes reel, etc., offering every article as a special at a price way below cost. He said he could afford to lose money on them on account of the publicity feature and the extra sales made to the customers attracted by the specials.

When you make a cut on any staple article make it big enough to create a sensation. A small cut in price is not attractive any more. The public is educated to big slashes in prices on leaders. If you cut prices on damaged or soiled goods, state it in your ads. If you have, for instance, a big lot of fifty-cent stationery that has become finger-marked, fly-specked, or soiled, and you cut it to twenty-nine cents a box, tell the public in your ads. just why you cut it. You can buy a line of "seconds" from some large jobbing houses who make a business of supplying such goods. Tell the public how it happens that you can sell them so cheap. You can buy playing cards "seconds" without the gilt edges and

with a few minor defects, and work up a big sale on them among the different clubs and fraternal orders, by selling them at \$1.00 to \$1.25 per dozen, regular twenty-five cent playing cards. Always tell how you are able to offer them at such a price.

PLANNING SPECIAL SALES.—Special sales should be carefully planned in advance. Window cards, price tickets, store cards, must be prepared. Window displays and interior displays planned. Special business bringing ads. to be written. A special write-up by local papers should be solicited. The clerks should be made acquainted with the terms of the sale, the kind of goods, the reasons for the sale. Sales in the big department stores are planned as carefully as war manoeuvres in times of peace, or as military campaigns in time of war. Everybody connected with the store must be keyed to the highest point of enthusiasm for the sale and the genuineness of its offers. Special literature should be sent to your mailing list. If you cannot conduct a sale in this manner, you had better not attempt a sale at all. You must arouse the enthusiasm of the buying public before your sale will be a success.

You can offer all kinds of combination offers, especially on your own goods. A bottle of your own tooth powder with every twenty-five cent tooth brush—a cake of toilet soap with every ounce of seventy-five cent perfume—a box of talcum powder with every fifty-cent sponge—six souvenir post cards of your town with every thirty-five cent box of stationery. A fancy ten-cent birthday card inserted on the first page of every seventy-five cent post-card album—a pocket cigar lighter with every box of 100 cigars—a dressing comb with every seventy-five cent hair-brush, etc. A pharmacist known to the writer has special cardboard boxes made to hold four or five of his own specialties, then he makes a special price on the whole outfit at the time of his Anniversary Sale. He said he had a big success with this scheme.

The variety stores who do not advertise in the papers appropriate three per cent. of their annual sales to buying

“leaders” which they sell at a loss. A store doing a \$12,000 a year business will spend \$360 a year for tea pots, coffee pots, enameled ware, china ware, curtains, which they will run as specials for ten cents and which cost them nineteen to twenty-five cents. These goods in constant use in the many homes help to advertise that variety store as a good place for bargains.

ADVERTISING SPECIAL SALES.—The advertising of a special sale requires close attention. Run the first ad. in a big space, telling the reason for your sale, the money to be saved by it, the preparations you have made for it. The next ad. can be cut down and be devoted to telling how the “sale is now going on” and what a success it is. The third ad. should announce that only a couple of days remain to take advantage of this big sale and urging them to be sure and come in before the sale closes. A week is about the right length of time for a sale in a pharmacy. If you try to extend it to two weeks it falls flat, dies out, makes the store dead. Stop it at the end of the week, then make people try to forget it by changing your window and interior displays and bringing out new goods to attract their attention.

With the various side lines carried in pharmacies nowadays, there are plenty of opportunities to make special sales, and to make them pay. You must have a reason and you must explain your reason. The public is skeptical as to selling goods at cut prices without reason. Tell them why you do it. Whenever a department store has a sale on any certain line of goods which they have bought on a big “scoop,” they publish the letter from the party from whom the goods were purchased, showing their acceptance of the department store’s offer of forty cents on a dollar. When they have a special offer on Oriental Rugs they publish the cablegram from their foreign buyer stating what a valuable lot of rugs they are and how he happened to buy them at such a low figure.

Take the public into your confidence when conducting these special sales. If your competitor conducts a sale about



GRAY & WORCESTER

CUT RATE DRUG STORES

The *Small* Stores

139

WOODWARD AVE.
In Majestic Bldg.

AND

208

WOODWARD AVE.
Cor. Grand River Av. E.



PERFUMES FOR EASTER

Violet Dula Toilet Water...	75c
Violet Brat Toilet Water...	75c
Hudson's Violet Toilet Water...	75c
Hudson's Extreme Toilet Water...	75c
Palmer's Apple Leaves Toilet Water...	50c
Palmer's Rose Leaves Toilet Water...	50c
Palmer's Lilac Scent Toilet Water...	50c
Harmony Intense Violet Water...	75c
Georgia Rose Extrait...	39c
Meadow Violet Extrait...	39c
Alma Zeda Toi- let Water...	\$1.00
Houbigant's Ideal Perfume, twa ounces...	\$3.45
Djer Kiss Perfume- twa ounces...	\$1.00
Spalier's Lily of the Valley, 1 ounce...	79c
Stagnette Per- fume, 1 ounce...	50c
Pine's Aurora Toilet Water...	74c

PERFUMES and TOILET ARTICLES FOR EASTER CANDY and CIGARS

75c Chloro Violet Toilet Water...	59c
75c Harmony Cold Cream...	59c
25c Remora's Peroxide Cream...	16c
25c Highland Violet Toilet Talcum Powder...	19c
25c <i>Small</i> Violet Talcum Powder...	15c
50c Paten's Parity Cold Cream...	37c
25c <i>Small</i> Pearl Toilet Powder...	15c
25c Remora's Nail Essence...	18c
75c Pines's Lilac Vegetal...	59c
75c Theatrical Cold Cream, pound can...	50c
25c Jersey Balm...	16c
50c Hinds' Honey and Almond Cream...	39c
50c Scotch Fabric Stationery; 50 Envelopes, 60 Sheets, 29c a box.	

OUR PRICES ARE LOWEST WHETHER ADVERTISED OR NOT



Kodak \$10.00 to \$142.50	Kodak No. 2A, takes a pic- ture post card size... \$20.00	Brownie Camera, \$1.00 to \$12.00
	Kodak No. 1A, 2 1/4x4 1/4... \$12.00	
	M. Q. Developer tubes, 6 for... 19c	No. 2 Folding Brownie, 2 1/4x4 1/4... \$5.00
	Manning's Marks... 19c	\$1.00 Leather Cover Photo Album, 7 1/2 x 10... 69c
	Photo Plate... 7c	75c Cloth Cover Album... 49c
	Hygon, painted box... 4c	468 Stanley Dry Plates... 33c
	Valen Liquid Developer... 21c	25c Add Hygon, pound box... 19c

TOILET ARTICLES FOR EASTER

Violet Dula Liquid Com- pensation Powder...	50c
Violet Dula Face Powder...	50c
Alma Zeda Face Powder...	50c
Harmony Caration Tal- cum Powder...	25c
Violet Brat Tal- cum Powder...	25c
Violet Talcum Powder (Hudson's)...	25c
Violet Brat Cold Cream...	25c and 50c
Halsey Rose Cold Cream...	25c and 50c
Hudson's Marvelous Cold Cream...	25c and 50c
River's Violet Cream...	50c
Hudson's Almond Meal...	25c
Hudson's & J. J. J. Almond Meal...	25c
Elcay Cream...	50c
Bad Boy Face Cream...	25c
Spanish Castile Soap...	10c, 3 for 25c
<i>Small</i> Cream, at Almonds...	25c

CANDY FOR EASTER

LIGGETT'S CHOCOLATES, "The Sweetest Story Ever Told"	80c
FENWAY CHOCOLATES— Equal to Best 50c Grade...	60c
50c Jordan Almonds, lb.	29c
Chocolate Mar- tindale, lb.	25c
Almond Milk Chocolate, lb.	40c
Cocunut Mac- arons, lb.	25c
Woodland Delicious, lb.	37c
35c Cadillac Chocolates, lb.	19c
Saturday Candies, lb.	29c
Whipped Cream Bitter Sweet, lb.	25c
Zephyr Sweets, lb.	29c
Chocolate Peppermint Falls, lb.	29c
Greenland Chocolates, lb.	25c

CIGARS FOR EASTER

10c OFFICIAL SEAL CIGARS— 5c straight, box of 50...	\$2.50
ROYAL SOVEREIGN CIGARS, All Havana, 15c Quality...	10c straight
IF YOU JUDGE A CIGAR BY QUALITY SMOKE BLACK AND WHITE CIGAR— 15c Quality, 5c straight, Box of 50...	\$2.50
TRIAD CIGARS, 10c CIGARS—Sold Saturday and Sunday only, 5c straight, Box of 50...	\$2.50
YANKEE CONSUME BOULEVARD, 7c, 4 for...	25c
STIRLING CASTLE, REGALIAS, All Havana, 10c Quality...	6c straight

EXAMPLE OF A COMBINATION EASTER AD. ALONG DEPARTMENT STORE LINES.

the time you do, don't try to beat him out on a certain article, get a different article and give even a better bargain on it. When you sell leaders, do it cheerfully. Don't tell your customers that you are not making any money on it. Don't give them the impression that you are selling it for ten cents less than what it cost you. Try to get leaders that your competitor doesn't have.

PROFITABLE SPECIAL SALES.—Special Cigar Sales are profitable. Saturday is a good day to run them. You can work up all kinds of combinations. Give two ten-cent cigars and four five-cent ones for twenty-five cents. You can change the combinations so that what you give for twenty-five cents will cost you from nineteen to twenty-four cents, and would ordinarily retail at forty or forty-five cents. Some give four regular ten-cent brands for twenty-five cents. Special prices are made by the box. At these sales you can work in many of your own brands. It gives you a good chance to get rid of poor sellers. By making a price on eighteen or twenty cigars of a certain brand that you want to close out you can easily interest some smoker to buy them. A Soda Opening Day in the early summer or late spring can be made a big event. Nearly every pharmacist runs his soda fountain all the year around, but an opening day gives him a chance to emphasize and demonstrate new drinks and ice cream specialties. At this opening drinks can be given to each purchaser.

There is a tendency of late years to run sales out of their season. The January White Sale as conducted by the big department stores is a big success. They induce you to buy summer goods in winter. Blanket sales are run in hot weather. Furniture sales in February and August. The writer knows a department store which makes a specialty of running sales on men's underwear. They have worked up a big business on these sales by conducting them out of season. They run a sale of summer underwear in January and winter underwear in July. Their advertising and their special prices force the people to anticipate their future wants. Whenever you decide to run any "off season" sales or any special sales for

a week, don't let the details of it get out until you have all plans completed. Don't announce it too far in advance. Your competitor may forestall you, the public may grow tired waiting for the sale. Have all preparations made weeks in advance, but hold the announcement until a week or ten days before the time for the sale to commence. Then push it hard and wind it up quickly.

Other sales that can be conducted to advantage are the sales for some special day, evening or hour. The writer conducted special sales every Tuesday. The window was trimmed with special articles, signs prepared, and the sale advertised in Monday's papers. Tuesday Special Sales afford a good opportunity of working off some slow sellers, soiled goods, as well as some good new leader. Tuesday was chosen in the writer's case because the factories paid off their help on Saturdays and Mondays, and Tuesday night was the only night in the week that the stores were open, except Saturday. Such special sales should be run on the best day for your neighborhood and on some day that all the stores are open in the evening. If you write to some of the papers in the larger cities you can get some ideas of the kind of copy to run in your newspaper space for these sales. Subscribe to a few leading papers for a month; you will get your money's worth. The newspaper room in your local public library may have many of the leading papers, especially in your vicinity.

A merchant in the writer's town had great success with a Bundle Sale. The bundles were nicely done up in white tissue paper tied with a red ribbon, all sizes and shapes of bundles were dumped in the window. In one bundle was a gold watch, so the hopes of getting the watch brought many people to the sale.

A neighboring pharmacist ran a big Automobile Sale. He had a large show window in which he placed a new red automobile valued at about \$900. Every purchaser buying ten cents worth of goods was entitled to a guess on the length of a ribbon crowded into a large glass jar in the window. The nearest guess entitled the winner to the automobile. To

get the automobile into the window required the removal of all the plate glass on the side of the window and all the time the automobile was in the window—about five months—no goods could be displayed in this window which was the only show window of the store. The sale had been going only about a month when the United States authorities put a stop to the advertising. No paper would be admitted to the mails that carried the ad. for this Automobile Sale. The sale had to be carried on without advertising so it petered out. The automobile was finally won by the wife of a neighboring pharmacist. The pharmacist who conducted the sale told the writer that he lost money on it. Be very careful when you conduct a sale that you are not infringing on the laws of the United States. Find that out first, because if you cannot advertise a sale you cannot make it go.

In summer the stores close one afternoon in the week in many towns and small cities. The morning of that day is the time chosen for special sales. The Wednesday morning or Friday morning sales bring out great crowds. Nearly all the leading merchants, pharmacists included, run specials. Hourly sales are often used. Special prices for certain hours. These are apt to create ill will on the part of those who wanted something on sale but couldn't get there during the hour that article was sold.

Saturday night is a big night in small cities and towns. It is a good night to run an After Supper Sale. Every pharmacist should run a special Candy Sale every Saturday. Have just one article, and dump it in the window loose rather than display it in boxes. Seventy-five pounds of a chocolate mixture heaped up in one pile will sell three times as quickly as fifteen five pound boxes of it arranged in two rows. Fill a window full of toasted marshmallows, cocoanut cakes, or old-fashioned chocolates, dumped in loose and you will have no trouble in disposing of them. Pack them in the window in their original boxes and they go slow. Special Candy Sales every Saturday is one of the best business-getters you can find. Besides paying a profit they bring

permanent customers. Many pharmacists can thank their Special Candy Sales held every Saturday for a good number of their steady customers. Those chance candy buyers became permanent buyers in all the departments of the store. The writer can testify to the truthfulness of this statement.

CHAPTER XLII.

HOW TO ADD SIDE LINES.

MANY a retail merchant has gotten himself into a bad fix by trying to develop his store into a department store through the addition of many side lines. The ambition to add many side lines has been strong and was carried out without the necessary capital or "know how," resulting in a miscellaneous stock with but little variety and scarcely any attractive power. Development along department-store lines looks easy and no good reason is seen why it shouldn't succeed, so retail merchants have stocked several new side lines, and if the entire amount paid for these side lines was devoted to just one, even then, the merchant wouldn't be on a competitive footing with the department stores in his town. The addition of too many side lines makes your store resemble the "general store" of the small country town. You, as a pharmacist, should be careful about taking on too many improvements and too many side lines. They call for money all the time, and unless you have abundant capital and a great deal of business experience, and local conditions are ripe for such development, any addition of side lines must be very gradual, putting in one line at a time, and building it up to the point where it's success is assured before adding another. The department stores use this plan.

A certain department store in the writer's town added candy as a side line, they went slow at first, then built it up gradually, but found out that it didn't pay, so they dropped it before losing any money on it. Next they added a shoe department, which met the same fate. Next a gent's clothing department, and so on. They experimented in a small way

until they tried out the different side lines and kept those showing the greatest success. That should be your plan when you feel that your business has grown to that point where new side lines are necessary for its proper promotion.

Having decided to add a new side line, try and get the exclusive agency on some article of that side line which is not already on sale in any other store in your town. This will prevent other stores from cutting the price on it, and besides you will benefit by the manufacturers' advertising campaigns for the article in the general mediums. Get further information on that particular side line from trade papers, conversations with traveling men, hints from retailers out of town, etc. Get your clerks to talk up the new line, advertise it in the papers, give window displays, interior displays, keep track of the sales and expenses, then if the proper returns come in, put in a little more money, get a larger variety and give it more space until it is on a permanent paying basis. If it doesn't reach this state, then drop it, close out what stock you have at cost, and try another side line.

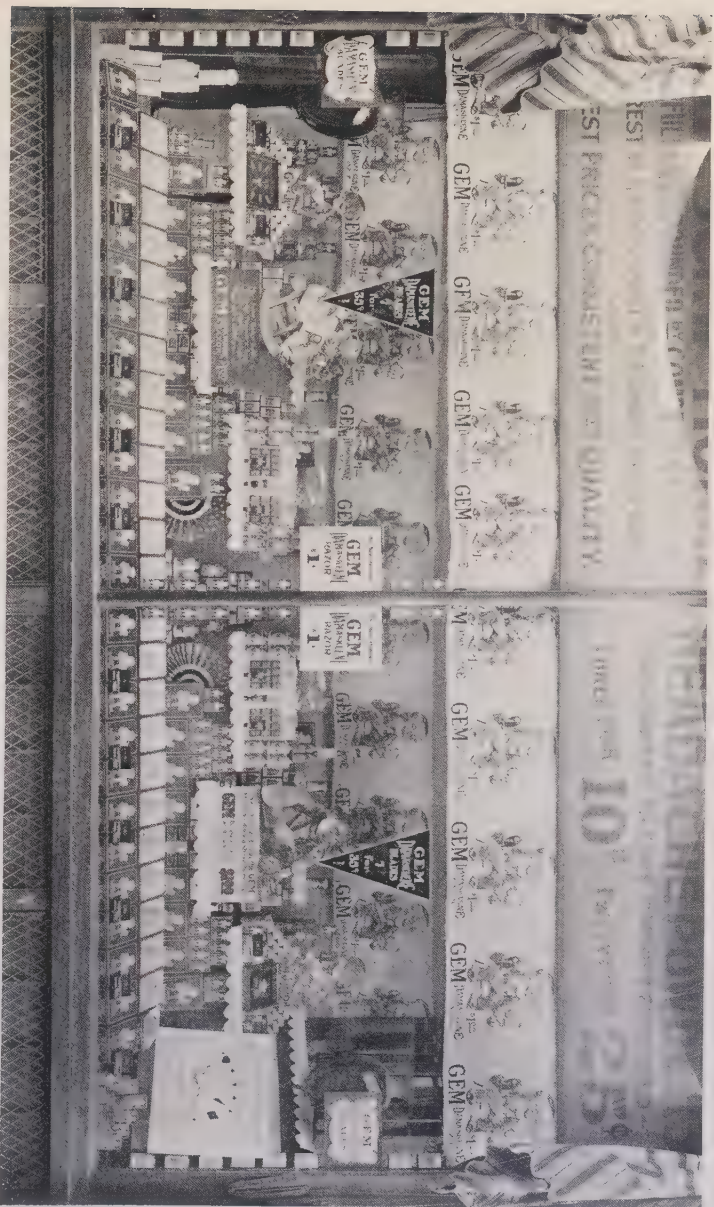
Of course this takes time, but in such a case you can well afford the time. If this side line don't go, you find it out in time to prevent any great loss, whereas if you loaded up with a big stock and found it didn't go you would be a long time getting your money back or part of it, and you would be prevented from using that capital to invest on another side line.

PHOTOGRAPHIC SUPPLIES.—A splendid side line for pharmacists because it has a close connection with their chemical department, many chemicals being required for the different processes of developing pictures. This is one particular side line that you must study. There is no end to all the questions you will be required to answer and you don't want to "fall down" on any of them. If you are asked to load a Brownie camera for some party going to the nearby lake or mountain resort some Sunday, be sure you know how to do it. If your opinion is asked about any certain "fixing bath," "developer," or "intensifier," be able to state your opinion clearly

and with a thorough understanding of the subject. Amateurs are continually asking questions about photographic work that require both knowledge and patience to answer. To popularize your photographic supplies department you must be thoroughly familiar with all the phases of photographic work. Some of the leading camera manufacturers conduct correspondence schools on photography and it would pay you to give the necessary time to it, besides helping you in your business, you would find it an interesting study. You could organize a little camera club of your leading camera customers, plan to go out with them on camera excursions.

For your opening stock you had better take the advice of a camera manufacturer. Have him send a man to see you, let him size up your territory so as to get his proper bearings, then let him pick out a good assortment for you and plan your opening campaign. You can trust him not to load you up too much at the start. His concern will furnish circulars, booklets, and electrotypes. They will aid you in publishing your own circular, which is a good plan. In this circular you can advertise your stock of cameras, photographic papers, developing machines, chemicals, your facilities for developing pictures, etc. You can develop the pictures yourself or have it done by a photographer on a commission basis.

The writer visited a pharmacist in a town of 5000 inhabitants, who had a splendid dark room fitted up in the basement of his store. He had built up a big business on photographic supplies and picture developing. As most amateurs find it difficult to understand the working of a camera from the printed instructions in the book, it is better to explain it to them when you sell them the camera. Get the camera ready yourself two or three times, then make the customer do it several times until he is thoroughly familiar with the regulation of the stops and how to make snapshots and time exposures, how to arrange the films, etc. He will be grateful to you for this little lesson. A good way to advertise your department is to offer prizes for the best pictures of local scenery, buildings, streets or parks. The spring is a good time to push photographic goods, as the



DISPLAY SHOWING THE MODERN TENDENCY OF PHARMACISTS TO PUSH SAFETY RAZORS AS A SIDE LINE. NOTE EMPHASIS GIVEN TO THE RAZOR AND THE BLADES AND THE SUBORDINATION OF THE SHAVING ACCESSORIES. DISPLAY PREPARED BY MR. ROXBURY FOR F. M. GARDNER, WASHINGTON STREET, BOSTON, MASS.

camera fiends are anxious to get their first spring picture. Christmas time is another good camera season, as they are often given as Christmas gifts.

Many people are still of the opinion that a camera is hard to work and that it is a nuisance trying to develop and print pictures. A good informative campaign explaining the simplicity of taking pictures and the many facilities now afforded for developing and printing them at small expense, will win many recruits for your photographic supplies department. If you can make people believe that taking pictures is a pleasure rather than a bother, you can win them over and number them among your customers.

You can build up a good business on "hypo" and "pyro" and other photographic chemicals as well as on your own solutions for developing, intensifying, and hardening. The profits on cameras and photographic goods will average about thirty to thirty-five per cent. Then your own solutions and chemicals will pay well, also your commissions on developing and printing, which should be one-fourth or one-third of the price charged.

RAZORS AND CUTLERY.—Many pharmacists, especially in the larger cities, have made their stores headquarters for razors and cutlery, which also includes manicure implements. These kinds of goods make a pretty showing in a store and make a striking window display. Yellow cotton flannel drawn tight over the floor of a window makes a pretty setting for displaying razors and cutlery. The contrast of the brightly polished blades against the yellow background is remarkably striking. If you can work up a good sale on the regular pattern razors you can have your own name etched on the blade, also printed on the case, free of charge. A solid display of nail scissors, clippers, cuticle knives, and flexible files will sell these goods, as the price is within everyone's reach and the articles are in common use nowadays. Just to show them in neat array, price-ticketed, is to sell them. Scissors can be well displayed by hanging them on a small board two by three feet, covered with pale blue flannelette. Razors in the same manner, only having them held in place by

gilt nails driven into the board at the crotch of the A formed by the half closed razors. Pocket knives may be displayed (closed) fastened to an upright board; and stuck (open) into a large cork or a similar amount of face in circular form. A circular piece of soft wood covered with plush can be used in place of the cork. Sofa pillow cords with tassels make a pretty border for the flannelette-covered boards. Chamois skins are appropriate for displaying cutlery. Carving sets and hunting knives go with a cutlery exhibit.

TOILET SOAPS.—The department stores and various “soap clubs” are responsible for the great inroads made in this side line of a pharmacy. The toilet-soap business is rapidly leaving the retail pharmacist’s store with the exception of the advertised brands and the highly medicated soaps. A special “soap day” every week or once a month has many possibilities for increasing the soap trade. On this day you can sell the regular soaps at special prices and run a special soap of your own brand at a low price. A soap that comes three cakes in a box costing you two and a half cents a cake run for nine cents a box. A soap costing you five cents a cake run for nineteen cents a box. A large cake of castile soap to run at seven cents, bulk soaps to run at five cents would make good leaders. Soap day should be advertised in the newspapers a few days in advance. There are plenty of opportunities to build up a soap business if your locality warrants the step. If it doesn’t, don’t take it. The department stores and “soap clubs” have cornered the soap market in most of the medium-sized cities.

BARGAIN DEPARTMENT.—This is a comparatively new feature which many pharmacists have added to their store. It consists of either a bargain table in the centre of the floor, a bargain counter, a bargain basement, or a bargain section. It is usually stocked with practical, inexpensive articles of common use. The goods mostly in use are those retailing at five and ten cents, although some have a twenty-five cent counter. Its object, of course, is to supply the demand for everyday goods, to attract customers to the store, to enable you to run leaders in the bargain department to advertise

your other departments, and to persuade customers attracted by the bargain department to purchase, not only goods in that department, but in the drug and sundries departments as well. One advantage is that it doesn't require a great deal of space, and it costs but little to stock it, and doesn't increase the expenses.

The articles carried in bargain departments comprise, tinware, enamelled ware, kitchen goods, glassware, hardware, novelties, crockery, notions. A great impetus is given to the trade by the leaders offered. The usual scheme is to sell as a leader some articles for fifteen cents that cost \$2.00 per dozen. What you lose on such leaders is made up on the other goods sold and the advertising gained for the whole store. A few dead-stock goods can be worked off in a bargain department. One of the best features of it is that it utilizes waste space in your store and makes it earn money. Goods of common use always displayed sell steadily and increase the regular daily sales. A bargain department attracts the attention of women and children especially.

If you have a good staircase leading to your basement near the centre of the store, the bargain basement can be opened. This will not interfere with your regular display of goods upstairs. While many think a bargain department selling five and ten cent goods is a little overdoing it for a pharmacy, yet others are having good success with the scheme and are enthusiastic over it. It is a case where you must study your field, your location, your patronage, before going into it too steep.

TEA AND COFFEE.—Package teas and coffees are carried by such stores as the Riker-Jaynes Company and several other large concerns with stores on Broadway, New York. Many pharmacists in the small cities have added this side line the past few years. Until a comparatively recent date they formed a part of the stock of every pharmacy in France and in European countries generally. About the middle of the sixteenth century the apothecaries were the only persons who could lawfully sell tea. The Hungarian pharmacists have recently decided to stock tea in original packages. Although the pharmacists of this country fear to encroach upon the

tea and coffee trade, which they feel rightfully belongs to the grocery stores, yet the large tea and coffee houses instruct their traveling men to call on pharmacists. One of these recently called on the writer, explained the different brands, what pharmacists were already on their books and told of their successes in the package tea and coffee business. This side line seems to be gaining ground.

CUT FLOWERS AND ARTIFICIAL FLOWERS.—This would seem a queer side line to many pharmacists, yet it has great possibilities, even in medium-sized towns. A friend of the writer, conducting a pharmacy in a city of 14,000 inhabitants, has built up a business of \$150 per month on cut flowers and artificial flowers. He makes pretty window displays of them and has a steady family trade on this side line. He supplies flowers for birthday parties, weddings, funerals, dances and receptions. Fancy pieces he orders from Boston and most of his cut flowers come from there. His store is right in the heart of the business section of his town, which is about 175 miles from Boston. He says this side line is the most profitable one he has, and he gives it his personal attention. He advertises it mostly by means of pretty window and showcase displays, outdoor and indoor signs.

ATHLETIC GOODS.—This side line is carried by many pharmacists who have stores in small places or who conduct branch stores in residential sections of medium-sized cities. It consists of baseball goods, football goods, tennis goods, Indian clubs, dumb-bells, ankle braces, gymnasium supplies, basketball supplies, supporters, etc. The different guides to sports are on sale and measures are taken for athletic uniforms. A good way to advertise this side line is to publish baseball schedules, football schedules, basketball schedules, home team schedules, etc., with your ad. on the back. Also have the scores of the National games posted at your store every night. That will attract the baseball fans and they are good spenders. Contests for boys may be inaugurated. Athletic goods do not require much special attention, as the goods are easily kept in presentable condition. They pay a profit of about thirty-five per cent.

PAINTS AND WALL PAPER.—This side line was once popular in a pharmacy, and the sale of paints is now quite large in some places. The competition of hardware dealers and mail-order houses is pretty severe on house paints, but a good business can be worked up on carriage paints, varnishes, stains, floor varnishes, floor waxes, Japalac, small paints and paint sundries, as well as paint brushes. In small towns a follow-up of strong copy on post cards sent to those intending to paint their houses, barns, or any other fixing up requiring paints is productive of results. You should emphasize your big variety of paints, your knowledge of paints, also specialize on certain brands and colors. Wall paper is a hard thing to sell. It requires patience and time. Every customer wants to see every pattern you have in stock before he will buy. Samples of wall paper bound together in book form are good things to send out by the R. F. D. A poster can be made by cutting a good-sized piece from the different rolls of paper, printing your ad. on the back, then fold them in envelopes and send to a mailing list.

MISCELLANEOUS SIDE LINES.—The following are considered legitimate side lines for pharmacists to carry:

Artists' materials	Cut glass
Stereoscopic goods	Spices and extracts
Pyrographic goods	Optical goods
Leather and metal novelties	Silverware
Crockery	Chinaware
Musical goods	Wire goods
Jewelry	Bibles and prayer books
Tinware	Fountain pens
Hair goods	Hardware
Table glassware	Woodenware
Staple notions	Graniteware
Toys	Enamelware
Pictures	School supplies

LENDING LIBRARIES.—Every pharmacist interviewed by the writer has good luck with lending libraries. The books are loaned at the rate of two cents a day. Every two weeks the agent of the company calls to collect. He gives the pharmacist a commission. Some pharmacists buy the books outright.

In New York the most prosperous pharmacists are those who carry many side lines—who give their most important spaces in the store to a display of side lines. Their drug and chemical stock is at the rear of the store, the shelf bottles often out of sight and the prescription department upstairs. These big stores have departmentized their business. They are very successful, which would intimate that the way to success is the modern side-line method—to branch out into as many side lines as circumstances will permit. Every pharmacist must work out his own problems, and these side-line puzzles are difficult of solution.

To sum up, you should have a legitimate reason for conducting special sales. Take the public in confidence with you. Tell them just why you are conducting the sale. When you cut an article cut it deep enough so it will be attractive. A small cut in price doesn't command attention. A sale to be successful must have a snap and a go to it, with lots of enthusiasm. It should be carefully planned in advance and dropped suddenly when the interest in it begins to lag. Add side lines carefully, in a small way at first, discarding those that do not pay and continuing and building up those that do. Special sales and side lines call for a display of good judgment.

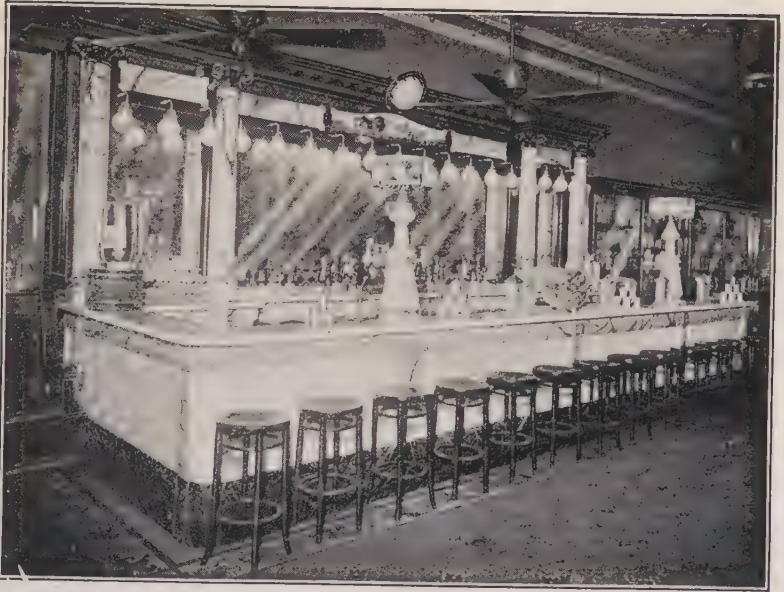
DIVISION XI

BUSINESS BUILDING

CHAPTER XLIII.

BUILDING UP PRINCIPAL DEPARTMENTS.

BUILDING UP THE SODA DEPARTMENT.—The time has about arrived when soda dispensing is assuming the nature of a distinct calling. Soda water is the great American beverage. Even when traveling abroad, Americans have made such a demand for their favorite beverage that in many cities



TWENTY-NINE FOOT ICE-COOLED INNOVATION IN DRUG STORE OF KATZ & BESTHOFF,
NEW ORLEANS, LA.



Courtesy of American Soda Fountain Company, Boston, Mass.

FOURTEEN-FOOT ICELESS INNOVATION IN DRUG STORE OF JOHN H.
DORSEY, DORCHESTER, MASS.

American soda fountains have been installed in several stores and a specialty made of American soda water beverages. A whole book could be written on the soda department of a pharmacy. In the small space assigned to it in this book, we will assume that you have a fairly well-equipped soda department now in operation.

The very first point to consider is "How much do your plain and fancy drinks, your ice cream specialties cost you?" If you don't know that, you don't know whether a certain specialty is paying or not. A good soda dispenser always has his pencil and paper on hand and before he puts on a new specialty he figures out the cost of the materials, how many servings a certain quantity will furnish, and the profit per serving. Figure 120 ounces to the gallon instead of 128 ounces; that will allow a little for losses. If a gallon of mint julep syrup costs you \$1.25 and you use one ounce in a mineral glass for each serving, that serving costs you about one cent for the syrup. The cost of the carbonated water differs according to whether you make your own or buy it.

You ought to double your money in your soda department. To do this, you ought to know what specialties pay the best, so they can be pushed. Phosphates and orangeade pay a big profit and are good things to push hard. If you buy your ice cream, keep a record of the next lot you get and see how many five and ten cent servings you get out of two gallons. If you are not careful in your measure you will find that if you have taken in \$4.00 on ten cent ice cream sodas and college ices, about \$1.80 worth of that \$4.00 is what it cost you for the ice cream used. Add to this the cost of your syrups, fruits, nuts, and plain soda, and you will find out that you are not doubling your money.

The next time you grind up a pound of walnuts take your regular ladle, and count the number of ladles you get out of the pound. Then when you put that walnut dish at the fountain you will know exactly what each ladle of nuts cost you. The small ladles will stand you about one-half cent, the large ones about a cent. Measure the fruits the same way,

and be sure that they are sufficiently reduced with simple syrup. Know just how much every ladle of nuts, of fruits, and of ice cream costs you, then if your ladles are too large, get smaller ones. Just figure out to-morrow what your big specialties cost you. If the five-cent ones cost you three and three-fourth cents and the ten-cent ones seven and one-half cents, your profit is only twenty-five per cent. on sales and your expenses of doing business is twenty-five per cent. of sales. In that case your soda department is only helping to pay your expenses and doesn't contribute to the net profit.

The more specialties you have like that, the more you will have to push others on which you more than double your money, to get the proper balance of profit. You may be doing a rushing soda business, but if the sales result from high-cost specialties, you are not making any money. You are simply taking it in to pay it right out again for expenses. People demand new specialties at a soda fountain and you must add them, but before you do, use a pencil and paper and see that a substantial profit will be assured. You can use one good leader at a fountain on which you can afford to sacrifice your regular per cent. of profit. It will be a good ad. for your store. But see that such a leader doesn't contribute too largely to the sales.

You must make an intelligent study of the cost of materials and the finished drink or specialty, in relation to the selling price. If you neglect this point you will get patronage enough, but in the end you won't make much money and may be conducting the business at a loss. You must experiment to determine just how economical you can be in using expensive ingredients like cream, ice cream, crushed fruits, etc., without impairing the quality or excellence of the drink or specialty. If you make it too expensive you will not thereby greatly increase your patronage, whereas, if you go below the proper level as to quality, you will lose. To determine the proper balance and always calculate so as to realize an average profit, are fine points in the trade of your soda department.



DISPLAY SHOWING HOW THE SHOW WINDOW CAN HELP TO BUILD UP THE SODA DEPARTMENT. NOTE CONCENTRATION OF DISPLAY ON JUST TWO ARTICLES—GRAPE JUICE AND CRUSHED FRUITS. CLEANLINESS, AN IMPORTANT POINT TO EMPHASIZE IN A SODA DEPARTMENT, IS SUGGESTED HERE BY NEATNESS OF THE DISPLAY AND BY SHOWING THE GOODS IN THE ORIGINAL SANITARY CONTAINERS. DISPLAY PREPARED BY MR. ROXBURY FOR F. M. GARDNER, WASHINGTON STREET, BOSTON, MASS.

The writer and his head clerk made a special study of these points with the following results: It was found that the crushed-fruit ladles were too large. That for every ten-cent college ice the ice cream alone cost nearly one-half of the selling price, or about four and one-half cents, the fruit one and a half cents, the walnuts one cent, and the cherry one-half cent, making seven and one-half cents the cost of a ten-cent college ice. At this rate our soda fountain would only pay twenty-five per cent. on sales. A careful inventory was made and an accurate record of the soda fountain kept in a special book. The first month the profit was thirty-two and one-half per cent. Then the clerks were cautioned about heaping the ice cream scoop and on wasting the ice cream. The next month the profit was thirty-eight and one-half per cent. By further economy the next month, the profit reached forty-two and one-half per cent. The proper balance was finally struck at between forty-five and forty-seven per cent. The customers were even better served, because they don't like things too sickening and sweet.

You can lose money at a soda fountain and not know it, if you don't take the time to study it. So it is no use to try to build up your soda department until you know how much it is paying, and which kind of specialties pay well enough to push, and you certainly don't want to push the ones that there is no money in. It is pretty hard to cater to both the five-cent trade and the high-class trade at the same fountain. Decide whichever your location warrants. There is more money in the five-cent drinks. Phosphates, limeade, orangeade, punch-bowl specialties, appeal to those who are hot and thirsty, and they are the ones you want to reach.

You will have to carry egg drinks and ice cream specialties. Pay a few cents more per dozen for your eggs and your farmer or storekeeper will save out the big brown ones for you. A dish of all brown eggs invites a purchase. Face the customer when you break the egg and after it is well shaken pour the mixed drink into a clear glass. Egg customers

are fussy and some of them have weak stomachs. You can build up a big egg-drink trade by recommending them to store clerks, shop employees, who do not eat much breakfast or who do not go home to dinner. Lemonade in a punch bowl is a great seller on a hot day and it pays big. Buttermilk is another good one. The best way to serve it is in eight ounce milk bottles packed in shaved ice. Then each customer has a whole bottle to himself, and it is ice cold. A sign could be hung on the top or sides of the fountain, reading: "You won't need the beauty doctor if you drink our fresh buttermilk, served ice cold, five cents."

The service to soda customers should be of the best. Don't let a customer pay for any drink that wasn't satisfactory. Have a neat sign over your fountain reading: "If your soda is not satisfactory the clerk will change it upon request." Have plenty of napkins, shaved ice, ice water for your customers. Serve everything ice cold. Have the carbonated water well charged. A flat, lukewarm glass of soda is an awful mixture to put in one's stomach. Good fruit displays build business. Bananas, oranges, lemons, pineapples, limes, on a soda counter attract attention, because everybody likes fruit. The dainty displays of fruit in some restaurant windows would make a person feel hungry.

The tendency to add light lunches is strong nowadays, so much so as to draw a protest from the proprietors of lunch rooms and restaurants in several cities. Many pharmacists get good results from light lunches served at their fountain. Others claim it savors too much of the bar-room. It depends upon the demands of your location. Some stores would lose all their customers if they attempted such a thing, others would gain by it. Such a step is radical and should be "well shaken before taken."

Menu cards should be used, but don't have too many articles on it. It is confusing. Have blank lines left so you can insert the specials for each day. Give the children special attention. They will be great soda customers when they grow up and they grow like weeds. A punch bowl helps out in

DETROIT'S LARGEST DRUG STORE.

Standard Drug Store

LUNCHEON

Served from 11:30 a. m. to 2 p. m., Saturdays to 7 p. m.

PLEASE ORDER BY NUMBER.

PIES TODAY 5C Apple Peach Pumpkin Raisin Mince Lemon Huckleberry Raspberry Rhubarb	Special Combination Luncheons Special A. 20¢ Baked Salmon Loaf Bread & Butter One Fried Cake Coffee, Milk, or Fer-Mil-Lac Choice of any Pie, or Layer Cake Special B. 20¢ Home-made Macaroni & Cheese Bread & Butter One Fried Cake Coffee, Milk, or Lactace Choice of any Pie or Layer Cake Special C. 20¢ Home-made Strawberry Shortcake or Strawberries & Whipt Cream Choice of any 5¢ Sandwich Coffee, Milk, or Lactace One Fried Cake Chocolate Ice Cream - - - -10¢ Layer Cake a la mode - - - -10¢	SANDWICHES — Sliced Ham, 5c Beef Tongue, 5c Swiss Cheese on Rye, 5c Sliced Chicken, 10c Salmon, 5c Cold Roast Beef, 5c Hot Roast Beef, 10c Hot Egg, 5c Hot Hamberger and Onion, 10c Peanut Butter, 5c Lettuce, 5c Standard Special, 5c Imported Sardine, 10c Minced Chicken, 10c
Fruit-Jello Cream Puffs Home-Made Fried Cakes		
No. 1--20c. Hot Coffee or Chocolate with Whipped Cream. Sliced Chicken Sandwich. One Fried Cake. Reception Flakes,	No. 3--15c. Tomato or Vegetable Soup. Wafers. One Buttered Roll. Choice of Ham, Tongue, Salmon or Cheese Sandwich.	
No. 2--15c. Hot Baked Beans, Brown Bread. Hot Coffee with Whipped Cream. Creamery Butter. One Fried Cake.	No. 4--15c. Home-Made Potato Salad. Bread and Butter. Hot Coffee or Milk. One Fried Cake.	
STANDARD SPECIAL BLEND COFFEE FOR HOME USE, 40c PER LB.		

(OVER)

MENU OF THE STANDARD DRUG STORE, DETROIT, MICH., SHOWING THE GROWTH OF THE SODA FOUNTAIN LUNCH IDEA.



TWENTY-SEVEN AND ONE-HALF FOOT ICE-COOLED INNOVATION IN DRUG STORE OF SCOTT BROTHERS, CHARLESTON, W. VA.



Courtesy of American Soda Fountain Company, Boston, Mass.

THIRTY-FOOT ICELESS INNOVATION IN DRUG STORE OF SKILLERN & SONS, DALLAS, TEX.

MODERN SODA FOUNTAINS

disposing of slow selling specialties. If you have any special sherbet or fruit syrup that doesn't sell, mix it up in a punch bowl, one part syrup, one part water, a big block of ice, slices of banana, a few strawberries, cherries, and lemon slices, and run it as a fruit punch on a hot day.

Schemes too numerous to mention are used to advertise a soda fountain. Selling six soda tickets for a quarter is one that works well. Your space in the newspaper can be used to good advantage in the summer months exploiting your new specialties. A good soda window twice a month helps out. The window may have strips pasted on it or signs painted on it. Some object to both. A single strip pasted on the outside is not objectionable. Some of the most exclusive candy stores use it. The writer used painted signs. Every week a skilled painter painted a large circle on the window, with a fancy sign inside the circle, advertising a fresh fruit college ice. The colors were red, yellow, blue and green. The signs attracted lots of attention from people on the open cars, but were discontinued after six weeks. Several customers expressed an opinion that they cheapened the store.

A good soda folder could be gotten out, exploiting your soda department. It should explain your method of making fruit syrups and crushed fruits, with a little write-up of the benefits of good soda. The composition of the citric acid you use and why you use it, how carbonated water is used in hospitals for weak stomachs, also the value of ice cream as a food. Mention that it is given to patients when convalescing, etc. State that everything in your soda department is kept scrupulously clean and all products guaranteed under the pure food law. A little informative copy about soda would be a novelty to many.

The hot-soda business is hard to build up. Chocolate, coffee, and beef tea seem to be the limit. The malted drinks and different bouillons don't take as a rule. If you want to build a good business on hot chocolate, get the formula from some big dispenser in a large city. You will find that

he keeps it all prepared to draw right into the cup. It tastes better than when made from the powder or the cold syrup. The writer visited a big store in Boston and the dispenser demonstrated in the basement how the chocolate was made with a double boiler. The writer always used that formula after the demonstration. Serve whipped cream with it, and a cracker or nabisco wafer. Ice cream is sometimes used instead of whipped cream.

HOW TO BUILD UP A CIGAR DEPARTMENT.—The condition, variety, and display of a cigar stock is responsible for the success or failure of your cigar department. One of the surest methods of driving away cigar buyers is trying to sell them cigars that have lost their nice appearance and natural flavor. This condition exists when cigars are allowed to get dry. Not only do they lose their natural flavor, their rich aroma, and fresh appearance, but they often become unsalable, owing to broken wrappers. Every time you sell a man a dry cigar you injure yourself. He may stand it for awhile, but before long you miss his familiar face at your cigar counter, because he has simply dropped away without telling you why. Others will say: "Your cigars are awful dry lately, what's the matter with them? They have no flavor, they burn like dry hay, and the wrappers always peel."

You can kill a big cigar trade by inattention to the condition of your stock. When cigars come to you just notice the nice clean tobacco smell when you open the box. That is what you must retain, which can be done by keeping sufficient moisture in the show-case. Steam heat is a great cigar destroyer. Constant moisture must be supplied to your cigar case during the winter months. Just enough, without too much. If too much moisture is supplied the cigars will get moldy, and then they are gone.

The writer called on a friend who has charge of a cigar counter in a pharmacy that does a \$65,000 cigar business every year. This friend knows cigars from A to Z and is considered one of the best cigar salesmen in the East. When asked:

"How did you ever build up such an enormous cigar business in a pharmacy?" he replied: "Well, of course our location is good, we are in the hotel and theatre district, we have a big transient business, a good box trade, we carry a big variety. But, the whole secret of our big cigar business is keeping our stock in the right smoking condition. I am a crank on keeping cigars properly moistened. Just come around behind the counter and I'll show you. Just smell of that box of cigars, can you beat it? Feel of these cigars here, their condition is perfect. Here is our reserve stock in this wall section. Let me open a box for you; see, it is just right. I use the old fashioned flat wire moisteners with the felt or asbestos pads, but I use enough of them and never let them dry out. Just feel this pad and see how wet it is. I am going to add some patent moisteners in a few weeks; they have already been ordered. But whatever you use, keep the moisture going all the time, then go over your stock, feel of it, smell of it, and see if the moisture is evenly distributed. Look out for mold, don't overdo it, moldy cigars are bad, nobody wants them."

This opinion, coming from a cigar expert, tells the whole story. No matter what your system is, whether the old method of wet sponges in saucers, brick set in pans of water, candy pans filled with water, automatic electric moisteners, it pays to look over your stock occasionally to see that the cigars get neither too much nor too little moisture. The writer used an electric machine which consisted of a porous cloth attached to a revolving wheel. The cloth dipped into a pan of water as it revolved, soaking up the water; behind the cloth was a revolving fan which sent the cool, moist air to all parts of the case. Special all-glass humidor cases are now made which are a good investment. In the summer time there is moisture enough in the air to keep the cigars in good condition.

The variety of your cigar stock should comprise only the brands that turn over quickly. Extreme priced cigars do not sell rapidly. One brand of fifteen-cent cigars and one

brand of twenty cent, three for fifty cents cigars, helps to tone up a case, but have a limited sale. Go easy on high-priced brands. Keep the boxes well filled. When they get down to the last row put in a fresh box. Don't allow any cigars with bruised or broken wrappers to remain in your case. A display of well-filled boxes with their contents all facing to the front, is an inviting sight. The cigars should not be thrown back in the box so that they form every kind of a geometrical figure known. A slow-selling brand, if put on top of the show-case with an appropriate sign, will sell "like hot cakes." In the summer time it is safe to put several brands on top of the show-case. They sell much faster when displayed there. Have a five-cent brand of your own. You will have to pay thirty-five dollars per thousand for a good one. There are so many advertised brands that to win out with your own it must be of good quality. Your own brand of a ten-cent cigar is hard to establish. It is better to stick to the five-cent brand and use all your energy in promoting its sale.

Box trade is worth trying for. It holds customers. Always have at least two boxes of a brand so you can fill an order for a box. Push for the fifty-box trade rather than the twenty-five. Some brands you will have to keep in the twenty-five boxes, especially at Christmas time. A scheme that works well is to find out just what shade of cigar your customer likes, then keep a special box for him underneath the regular display. Mark his name on it so the clerks will know just the right box. Then instead of selling the customer twenty-five cents worth out of the regular display box sell him from the special box saved for him, he is always sure of getting the shade he likes and the special attention feature appeals to him.

A good window display of cigars about every three weeks helps out. Use full boxes rather than dummies or cartons. By snapping rubber bands around an open box, you can stand it up on edge without danger of the cigars falling out, and by the use of two-headed tacks, boxes can be fastened

Chocolates and Creams—delicious

And freshly boxed at the "Standard"—

For genuine GOODNESS and pure, FRESH quality, you will always enjoy chocolates and other toothsome delicacies from the Standard Drug Store. Complete and fresh new stocks are always here in abundance and include the best-liked and most famous varieties.

Whitman's Candies Daintily Boxed

A favorite among all who relish the purity and wholesomeness of REAL chocolates and Creams is Whitman's well-known candies and confections, and at this great Cut Rate Drug Store you'll always find them freshly boxed, ready to please the most critical tastes.



Whitman's Victoria Chocolates; per pound 50c
Whitman's fine Chocolates; half pounds 35c; pounds 60c; two pounds \$1.20; three pounds \$1.80
Whitman's Super-extra Chocolates; per pound 80c

Whitman's Pink of Perfection Or "Fussy" Package \$1.00
Whitman's Continental Chocolates with bitter-sweet coating; pound boxes 60c
Whitman's delicious White Nongats; box 50c

Every Box comes to us by Fastest Express

This is the secret of the delightful freshness of every box of Whitman's or Nunnally's chocolates—just enough boxes of each variety being carried to supply the regular demand, these being replenished every few days by fast express, direct from the makers.

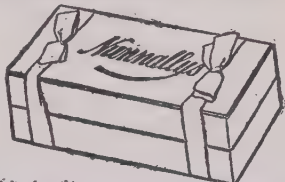


A Rare Treat for Candy Lovers

South of Mason & Dixon's line "Nunnally's" reign supreme among candies, and everybody knows and delights in their pure goodness and delicious flavorings. Now they are being introduced into the North through the Standard Drug Store, and we are frank to say that we personally have never taken such keen enjoyment in candy as we do now in eating Nunnally's—discriminating people who have already "sampled" them here are enthusiastic in their praises and tell us that, never before have they tasted such extremely good chocolates or creams.

Nunnally's Chocolates or Chocolates and Creams; half pounds 40c; pounds 80c; two pounds \$1.60; three pounds \$2.40
Nunnally's Chocolate-covered Marshmallow Cherries at 50c and 80c
Nunnally's Chocolate-covered Nuts—half pounds 40c; pounds 80c; two pounds \$1.60; three pounds \$2.40

Nunnally's Chocolate Peppermints; half pounds 40c
Nunnally's delicious Vanilla Chocolates and Creams 30c
Nunnally's Bitter-Sweet Chocolates 40c and 80c
Nunnally's Chocolate-covered Brazil Nuts at 50c



Open Every Day and Evening

No matter what time you are down town, you can step into the Standard for a box of Chocolates.

Standard Drug Store

14 and 16 Gratiot Avenue
Branch Store—264 Jos. Campau Avenue

Specials Almost Every Day

Are a feature here, enabling you to get something specially good and very specially priced.

EXAMPLE OF CONCENTRATION AD. ON CHOCOLATES, FEATURING BOX GOODS.

together to build platform arrangements. Study the nice way cigars are arranged in the windows of the big cigar stores in the large cities, if you don't know just exactly how they fasten the boxes together, go in and buy a cigar, then ask how it is done. The window dresser will tell you.

A list of your cigar buyers should be obtained, then send them a card or folder about four times a year, describing new brands, new improvements in your cigar department, etc. If you cannot look after your cigar department yourself, let your head clerk do it. The writer tried this arrangement for several months and it worked satisfactorily. The clerk took an accurate inventory every month, kept the case in such fine condition that the customers noticed it. The average profit was twenty-five and one-half per cent. on sales. The first month showed but twenty-three and one-half per cent. One month showed twenty-seven and one-half per cent. About twenty-five per cent. is the general run of gross profit on cigars, and if your percentage expense of doing business is twenty-five per cent., your cigar department helps to pay your salary, which is included in the expense account, but doesn't contribute directly to the net profit of your business. Cigar trade is sometimes stimulated by running guessing contests, such as guessing how long a big candle will burn. Clothing stores use this scheme a great deal. The candle is placed in the window to attract attention. Post cards sent to smokers, entitling the recipient to a cigar free upon return of the card, is often used.

BUILDING UP THE CONFECTIONERY DEPARTMENT.—As the confectionery department in most pharmacies occupies one of the principal positions in the store, it must contribute largely to the sales and earn its proportionate share of the profits, to pay for the valuable floor space it occupies. Confectionery appeals to old and young, to men, women, and children. Besides contributing its share of the store's profits, it is one of the best and in many instances the very best business-getter for the store. A neatly dressed well-ordered confectionery case, is an attractive and inviting sight. Such conditions do

not exist in many pharmacies. The confectionery case is untidy, dishes gummy, candies from one tray running over into another, no name cards or price tickets on the different candies, moth-millers flying around inside the case, and in some cases in summer time small worms crawling on the glass inside the case. People are pretty careful what they put in their mouth, and as that is the place they put candy, the above conditions will not be a strong inducement to buy.

Many pharmacies to-day can attribute, in a large measure, their success to the attractiveness and business-building powers of their confectionery department. Confectionery customers are repeat customers, they keep coming. A cake of soap, a tooth brush, an ounce of perfume, last a long time; these articles are bought at long intervals. Not so with candy. They buy that several times a week, and few homes are without their Sunday candy feast. Competition in the retail candy business is something awful, and all the more reason why you should give your confectionery department great attention.

Your location and class of trade must be factors in deciding what kind of confectionery to handle. If there is a five and ten cent store in your immediate neighborhood, or a Greek candy kitchen, you cannot hope to win much trade on candies at ten, fifteen and twenty cents per pound. If there is a high-grade confectionery store near you, where they make their own chocolates and bon-bons fresh every day, the "élite" trade of the city will naturally go there and that will shut you off to a great extent on the sixty and eighty cents per pound candies. In cases like this you must bend all your efforts to get the twenty-five, thirty and forty cents per pound business. That is a dandy business to get, because the store clerks, office clerks, merchants and many business men buy these grades of candy. An immense business can be built up on forty cents per pound chocolates. Have about nine good varieties, display them in neat glass trays.

Don't dump the chocolates into the trays. Place them in

one by one and arrange in rows and layers. Use a silver candy tongs for picking them up and weighing them in the bags or boxes. Have a narrow cardboard sign about two inches by eighteen inches near the glass front, reading: "This line of chocolates forty cents per pound." Have name cards on every display tray so the customer can tell which are ice cream drops, orange, lemon, marshmallow, etc. Those nine trays of chocolates dressed up as described make a fine showing. It would be hard for any candy buyer to resist the temptation to buy. Twelve kinds would improve the displays, but nine kinds include the best sellers. Other good forty-cent goods are caramels, gum arabic drops, hard candies and specialties.

To win a good candy trade your endeavor should be to have something different from any other pharmacist in town. Here is the way to do it. Make your own mixtures. Buy some crystallized bon-bons, some chocolates, some jelly pieces and a few fruit slices all in separate boxes, then mix them yourself. You gain in two ways by this. You have a different mixture than anybody else in town, which gives you a big advantage, because the people have to come to you to get it. The different varieties in your mixture cost different prices, so by apportioning the mixture just the way you want it, you can make more money than if you bought a lot already mixed at a stated figure per pound. If you buy a twenty-nine cent pound mixture you will have to pay about twenty-one or twenty-two cents per pound delivered at your door.

If instead of buying one hundred pounds already mixed, you buy forty pounds of fancy chocolates at twenty-five cents a pound, and sixty pounds of plain assorted chocolate creams at fourteen cents a pound, the lot will cost you \$18.40. Assume that the discount will about equal the freight charges, then your mixture cost you about eighteen and one-half cents a pound instead of twenty-one or twenty-two cents a pound, and besides you have a better and a different mixture than the others. Furthermore, as the forty pounds you bought at twenty-five cents are regular forty-cent goods, you could

sell one five-pound box at forty cents a pound, which would help to overcome down-weight losses. Another good use of mixtures is the opportunity they present for working off odds and ends. If you have a few pounds of several kinds of candy left it will be hard to sell them separately as you haven't enough of any one kind to make a display. So mix them all together, buy ten or fifteen pounds of chocolates and a few fancy pieces, mix these with your mixed left-overs and you have twenty-five or thirty pounds of a new mixture, which is enough for a good display, and nobody recognizes the left-overs. This mixture can be sold for twenty-nine or nineteen cents, according to its make-up.

The writer went to a candy store in a large city and said to a saleslady, "Do you really have your candies fresh every day as you advertise; and if so, how do you know just how much you will sell every day, and what becomes of the candy remaining unsold at the end of each day?" She replied: "Yes, our candy is made fresh every day; everything left over is mixed together and put into this mixture which you see on this counter. So all goods displayed every morning are new goods." This is the plan you should follow, only instead of making the mixture every day, make it every two weeks or so. The idea is, you can move rapidly in a mixture goods that go slow separately, and by doing it at regular intervals you never have any stale candy. Your stock is kept fresh, and that is what the discriminate candy buyers insist upon. Their first question is: "Is it fresh? I don't want it if it isn't fresh."

Another point of individuality for your confectionery department is to have several specialties made to order either in your own city or the nearest large city. Hard candies like curls, peach blossoms, special twists, flindas, flakes, nut-bars, fruit tablets, etc. Or, specialties like cocoanut cakes, candy kisses, cream or sugar mints, wafers, maple candies, etc. You can make your own price on these goods and work up a good trade on them because they have to come to your store to get them. Pan-goods—fresh candies shipped on pans or wooden

trays—make a pretty showing. Customers look for “something different” in the confectionery department of a pharmacy and you ought to have it for them.

Many pharmacists have discontinued bulk candies, claiming that there is no profit in handling them. Well, there isn't, unless you watch it pretty carefully. A few pieces of candy extra in every half-pound weighed out, eats up the profit. Down-weight kills profit on bulk goods. Then the clerks eat a lot of candy, customers help themselves, and in the course of a week such losses amount to considerable. If you cannot check such leaks, you will not make any money on bulk goods. Knowing them to exist, you can check them to a great extent, and by right buying, making your own mixtures, discounting your candy bills, you can reduce the percentage of losses. Many people, especially clerks in stores and offices, want ten cents' worth of chocolates to eat during working hours. They won't buy a half-pound box, and if you haven't the goods in bulk they will go to some place where they do have them.

The ideal conditions are to handle just box goods, but you cannot afford to drive away customers to attain it. As the tendency in grocery stores is to handle every kind of a cracker and biscuit in packages rather than in bulk, so it is in pharmacies. You can get almost anything called for in the candy line put up in boxes. The prejudice against them is that you don't get so much for your money as when bought in bulk. If you can overcome that prejudice you can shift your customers from bulk goods to box goods.

Box goods have this advantage—they are put up in sealed packages, free from germs, dust, and unclean fingers, and this is a strong factor nowadays, when there is so much agitation over purity and cleanliness of everything that goes into one's mouth. Laws are now being framed compelling fruit to be displayed under cover. Watermelons and other fruit for sale must not be cut open and exposed for sale. It may extend to prevent bulk candies from being exposed for sale on counters or on top of show-cases. Box goods are

good goods to advertise just now, emphasizing the purity and health feature. They bring a nice class of trade. When displaying box goods, leave a few boxes open so as to show the contents. It helps to convince people that they ought to have a box. Always have price tickets on the box goods and see that they are always on the boxes where they belong.

Colored silk or crêpe paper makes pretty decorations for a candy case. The silk is nicer because it can be puffed so that the fancy packages set right down in the puffs and show up to greater advantage. Crêpe paper sets so flat that it gives a too set or solid appearance. A little border of artificial smilax vines gives a pretty effect. White jeweler's paper, such as is wrapped around jewelry boxes, is a nice thing to wrap candy boxes in. With a gold or silver cord around it and a gold seal the package is a good ad. for your store. A silver candy tongs with your own name should go with every half-pound and one-pound box. The original die for your name is a little expensive, but future orders are not.

You can make many sales by the proper distribution of samples, which will be furnished you by the candy manufacturers. Another good way is to have them send you a five pound box of one of their best chocolate specialties. Fill a pretty little bon-bon dish, keep it in the case and give a sample to customers in the store. When they eat it there and the goods are right in front of them they are more apt to buy. It will pay you to subscribe to a good confectionery journal which carries ads. of the newest and most popular candy hits of the season. Get something new from the North, South, East and West.

Empty candy trays or dishes look badly, especially when smeared with glucose which leaked out of some chocolates. All trays and dishes should be kept well cleaned and well filled. Along the top of the show-case a piece of thick felt can be stretched. Upon this place the glass jars containing hard candies, breath killers, and cachous. By placing a saucer or plate upside down on a piece of thin felt you can cut the felt into round mats which look real dainty on the show-case.

Bottles of sugar sticks, tablets, mixed hard candies, can be placed on the mats. In hot weather if the chocolates get a white appearance just wipe them over with a damp cloth. Hard candies go all to pieces in damp weather. They need watching. Tin pails or cans are the best things to keep the surplus stock in. Salted nuts get punky and lose their crispiness if put in the window on a rainy day. To keep moths away from them, drop a few drops of choloroform into the glass jars that you keep them in. That keeps the worms away. You can lose a lot of money in bulk candies if you don't take good care of the stock. Cut down your chocolate stock in hot weather and run salt water taffy, kisses, marshmallows, caramels, cocoanut goods. Something light is what people want in the hot weather. You can have a special line of chocolates made for you, give them a trade-mark and push them under the trade-mark. You should own the trade-mark yourself.

The sole agency of a good line of packages is a good thing to secure if the provisions of the agency doesn't prohibit you from handling competitive lines. You can get special quarter-pound boxes of chocolates put up by a manufacturer. Give these away with every fifty-cent purchase on a certain day. If the chocolates cost you thirteen cents and the article sold thirty-three cents, you are making four cents on the deal besides advertising your confectionery department. Candy given away is a big attraction. In arranging highly colored candies it is better to separate the colors. Don't keep the white candies all together and the red ones all together. A tray of white peppermints will brighten up the dark corner of a show-case.

Opinions differ widely as to the value of children's trade. To the writer, waiting on children at the candy counter figures among his most cherished recollections and the happy faces on the youngsters when they get an extra piece of candy makes one's heart glad. There are times when you'll feel like kicking them out, but the better they are treated the better you will stand in the eyes of their fond parents; the children

themselves, as they grow up, always remember the store where they spent their pennies and got good measure.

Easter and Christmas are the big candy seasons. Cream eggs and novelties are good sellers at Easter. At Christmas some candy novelty like cream figures, barley figures, chocolate doughnuts, are good sellers. Don't forget your mailing list of candy buyers at Easter and Christmas. Send them a list of all the candy specialties you expect to have on those two occasions.

It is an excellent idea to enclose a guaranty slip with every box of candy you send out. Offer to exchange the candy if not perfectly satisfactory. Some customers never hesitate to complain if it isn't satisfactory, while others don't like to bother. With a guaranty slip you invite them to complain, and that is just what you want them to do if the candy is not in perfect condition. One box of stale candy will drive a customer away and you will never know why he left you. You have no way of knowing the condition of the candy you buy in boxes. Any customer that tells you is your friend.

To sum up, the best way for building up the soda, cigar, and candy departments, is to keep the goods in proper condition, the displays immaculate, and the service of the very best. Soda, cigars, and candy are three articles that people put in their mouths and the more immaculate your display of these articles the more attractive they are to your customers. The demands of the times call for absolute cleanliness in these three departments. An immaculate soda fountain, polished and shining, with flowers tastily arranged, would invite a customer to drink a glass of soda or have a dish of ice cream whether they wanted it or not. It is almost impossible for a customer to pass by a spotless candy case without feeling a strong inclination to buy some of the delicious sweets. A man will notice a well-kept cigar case and be influenced to buy. Upon these three departments the average pharmacy depends for a large portion of its sales, and great care should be given them to see that they are properly kept up and pay their proportionate share of the store's profits.



EXAMPLE OF GENEROUS CANDY DISPLAY, WITH A BUSINESSLIKE APPEARANCE

CHAPTER XLIV.

BUILDING UP SUBORDINATE DEPARTMENTS.

BUILDING UP A STATIONERY DEPARTMENT.—This is a department that pays well, requires only a small investment, and turns the capital frequently. There is always present, however, the danger of stocking too heavily on novelty papers and new shades. Some of the new papers don't make a decided hit and in such cases it is hard to get rid of them at any price. The extreme designs in envelopes should be sparingly bought. Stationery that sells for twenty-five, forty, fifty, and seventy-five cents, are the best sellers in a pharmacy. You can educate many of the buyers of twenty-five cent stationery to buy the forty and fifty cent stationery, by telling them of the difference in the manufacture of the two papers, the higher grade and finish, the smooth writing surface, etc. Have a fountain pen handy and some sample sheets of the fifty-cent stationery and let them test the writing surface themselves.

Occasionally you can buy a hundred boxes of a thirty-five or forty cent paper and run it as a special for twenty-five or twenty-nine cents, that will bring a lot of stationery buyers to your store and give you a good chance to talk up your high-priced goods when you sell them the special. Have a nice blotter with a good stationery ad. on it, and be sure that every box that leaves your store has one of these blotters. Mourning papers do not sell very well, but there is a big demand for the note size. A campaign of education is necessary to build up a demand for quality stationery. Send to your mailing list full-sized sheets of the letter paper that you are pushing. Have a little statement like this printed on it, "How does this color strike you? Looks as fresh as morning glories. It is called the 'Celestial.' Isn't it a delicate shade?" etc. That kind of a notice will attract people's attention. The price of the paper should be given, also that you have it in stock and would be pleased to have them call and learn more about it.

The manufacturers of stationery will plan an advertising campaign for you, furnish electros, copy for ads., and will co-operate with you in building up your stationery department. The advertising manager of a big stationery concern is a high-salaried man and his ideas are worth accepting. A little booklet containing samples of several new shades is sometimes furnished by the manufacturers. These are good trade ticklers and will create a desire for better grades of paper.

Recently there is a big demand for writing paper in bulk by the pound, with envelopes to match. These bulk papers are the same brand as the box papers and are more economical. Many are wise to that fact and as they usually want all they can get for the money, they buy twenty-five cents' worth of the bulk paper and ten cents' worth of envelopes to match. This is a good business to bid for, because many don't feature it and it keeps a customer coming to your store to renew his stationery supply. Initial stationery and local view stationery enjoy some sale, but it is easy to get overstocked on them. Stationery with a view of the local city hall or normal school will sell for a while, then the demand is for new pictures and you have the old ones on your hands.

Stationery should be kept in a show-case or wall case under glass. Stationery that is immaculate in appearance will sell on sight, but a few smudges on the box cover kills the sale. It destroys that inviting look. If you have a lady clerk in charge of your confectionery department have her look after the stationery department. She can talk it up well and keep it nicely displayed. Stationery should pay from forty to fifty per cent. on sales. From fifty to seventy-five dollars will be enough to invest. That ought to give you a good variety if you buy well. Try to get the reputation of being the headquarters for the correct styles of correspondence stationery. It is a nice clean trade to handle, brings a good grade of customers and lends tone to your store. Writing tablets of the same quality as the boxed papers sell well. Have the envelopes to match.

SOUVENIR POST CARDS.—The pharmacists who were the loudest in their condemnation of souvenir post cards, who

ridiculed the idea of making picture galleries out of their stores, who threw up their hands and said: "Well, what will they put in a pharmacy next?" are now the staunchest supporters of souvenir post cards. The leading New York pharmacies, whose windows are worth considerable money to them, have devoted the entire window for post-card displays for a week at a time during different periods of the year. There is good money in them and they appeal to both rich and poor. One Monday morning 45,000 were posted in the Chicago Post Office. In the writer's town 5,000 were posted in one day near Christmas time. The mails have been deluged with them. People accept them now in place of a letter. They have come to stay. Although the tremendous craze for them is past, there is still a steady demand.

The high duty has checked the foreign importations to a considerable extent, but the American manufacturers now make good cards, and it is all the better for post-card dealers, for they can now get their orders filled in from three to six weeks where it formerly required from three to five months. The industry has been running in Europe for fifteen years, and in this country about five years. In Europe a new design stays new for a year; in America a new design is old in a few months. It is this tremendous demand for new subjects in America that caused such a rush on the foreign factories. It was bad for American dealers, for they bought big stocks and before they could unload them, something new was demanded. When the demand for the colored card knocked out the sale of the black and white card, one New York publishing house had a million of the latter cards which they almost gave away. The small dealers were caught in the same way. The same demand for new subjects exists to-day. Buy small orders, so you won't have too many left-overs when the new subjects are issued.

Pick out the best places in your store for your display. Near the door is the best place. A small stand set on an ice cream table sells a lot of cards. The revolving racks are not so good as wall racks. Many people can look at cards in the latter, but with the former one person will keep revolv-

ing the rack so they alone can see the cards, and the other customers won't wait. Local view cards are the big sellers and should be given the best position. They usually retail at two for five cents, twenty-five cents a dozen, or three for five cents, and where there is big competition, at one cent each. Birthday cards sell well, the fancy ones bringing five and ten cents each. A good way to keep these is in a paper folder that folds up similar to an accordeon. The whole folder can be spread out to its full length of eight or ten feet, or it may be turned over leaf for leaf. The black paper, such as tailors use, is fine for showing up fancy cards and hand colored work. Fold the paper once and cut little slots for the corners of the cards. These folders can be hung in the window. They look swell. Fish-netting is a good thing to use. It can be draped from the top of your window and form a sort of portiere for the window. The cards are attached to the fish-net by hooks. You can also tack a fish net to both sides of the front window pane, then gather it in the centre and pull it back to the rear of your window. This makes a striking effect.

One of the hardest things about post cards is to take care of the surplus stock. A good way is to save your candy boxes, such as the ones that cocoanut cakes come in, then paste plain slips of white paper, properly labeled, on the boxes. One subject to a box or several closely related subjects in each box. They get terribly mixed if you don't do this, especially if you carry much of a stock.

It is advisable to get the names of members of post card exchange clubs and give them a special price of, say \$1.50 per 100 for regular two for five cards. You will be making about thirty-three and one-third per cent. on the sale at that figure. These post card club members are great buyers, as they exchange cards with people all over the world. Find out customers' hobbies and cater to them. One customer will buy every card you can get with a picture of a church on it, another a bridge, a state house, a mountain, a railroad station, a monument, a river, etc. There is no end to their fancies.

One customer of the writer's store bought every card he could find with the picture of a railroad curve, a deep cut, a station, a passenger train, anything pertaining to a railroad. His father was Chairman of the State Railroad Commissioners. Amateur painters will buy all kinds of flower cards, to use them for studies. Travelers will buy views of foreign places where they have been. School teachers buy motto cards. Clerks buy colored comic cards. Children buy cards with pictures of animals. Farmers buy cards with pictures of poultry and cattle. Horsemen buy those with pictures of thoroughbred horses. Post cards appeal to everybody from the little child to the old grandfather that hobbles into the store with a cane.

Have a little story ready about each card and you can sell cards to anybody. Arrange the cards in sections, have each section named, such as "this line of comics one cent each," "this line of local views two for five cents, twenty-five cents a dozen," "this line of fancy cards five cents each, six for twenty-five cents." These signs direct the customer to the section he is looking for and makes his choice easy.

Have a good ad. printed on the envelope that you put the cards in and it is a good plan to enclose in each envelope a slip of the postal regulations applying to post cards. A great many make this mistake, viz., they write a message on a card, address it, stamp it, then enclose it in an envelope and address the envelope. This card will not go. The stamp must be on the outside to receive the cancelling machine, and anything in the form of a message enclosed in an envelope must pay letter postage, whether sealed or unsealed. When a customer encloses a post card in an envelope, a two-cent stamp must be placed on the envelope whether the envelope be sealed or unsealed, provided the enclosed card contain a message longer than a greeting, such as, "Merry Christmas," "Happy Birthday," "Best Wishes." Hundreds of cards never reach their destination, so printed postal regulations will win friends for you.

When your new cards come in, run an ad. in your paper

space. Customers always jump for the new cards. The special cards like Valentine, Easter, Thanksgiving, Christmas, and New Year have enormous sales.

BOOKS.—The pharmacist who is not familiar with the book business should consult his book jobber and some friendly bookseller before investing his money in books. It is an easy line to “fall down” on and many have done so, who failed to get expert advice before buying their opening stock. The services of a good book salesman should be enlisted to accompany you to pick out your stock. He is posted on all the pitfalls and will see that you steer clear of them. Then he will go over your local field with you to see what lines the department stores and stationery stores are handling. Then you will be assured of choosing the right stock.

In displaying the books, open them at some good illustration, these always attract passers-by. The strong lines of the books may be featured on signs and the leading characters can be shown on cards. The leading book publishers will furnish drawings and posters to advertise their books. Cut-outs of the large posters may be used to set down in the book between the leaves, then as the book stands up the character seems to be coming up out of the book. Too many books should not be shown in one display. Confine it to two or three subjects. Window displays sell a lot of books. Watch the daily papers and literary magazines for book reviews and ads. These will tell you all you wish to know about the new books. You can publish a small folder listing the new books, giving a few press notices of them, the publisher's price and your price.

Although the advertised copyright books are sold pretty close it pays to carry them. The popular fifty-cent copyrights sell well. Boys' and girls' twenty-five cent books are standard goods to carry. It requires considerable discrimination in selecting and keeping up the right kind of books. Books of poetry sometimes sell well. Fancy books become easily soiled and have to be sold at half price. To write a good ad. about a book you ought to read it yourself, then make your state-

ments strike home. Make others feel the lessons of the book as you felt them when you read it.

MAGAZINES.—The kind of material used in magazines nowadays is so popular and timely that everybody is interested in them. A pharmacy is a proper place for them, as it is open evenings and Sundays, and so many people wait for cars in a pharmacy. Have the magazine table or revolving rack near the door, so people can readily examine the magazines. Many will pick them up, look them over and buy them if a certain story looks interesting. When an interesting article on topics like “the high cost of living” appears in a magazine, put in a display, together with a sign calling attention to the article and run a small ad. in the paper. Feature stories call for advertising material which the publishers will send you, also facsimiles of the magazine covers. Magazines pay about twenty per cent. Some are not returnable. You can make a little commission by soliciting subscriptions to the leading magazines.

Writing pens are little things, yet many people would go a long distance to get one to please them. A little detail work among the offices, schools, commercial colleges, normal school dormitories, and stores, will work up a good writing pen trade. Leave a sample pen at each place visited. Pencils are used by everybody. A little talk on the different hardnesses of lead would make many sales.

BUILDING UP THE PERFUMERY DEPARTMENT.—Knowing the goods, how to talk them up, and having special odors, about covers the field of building perfumery sales. Be able to tell the customer all about the delicate floral pomades and how they are made and used. How the delicacy, fragrance, and permanence of pomade perfumes excel the synthetic perfumes. Tell a little story about every odor, how the perfumer manages to get the true odor of the flowers. Cigarette paper is the best thing to use in demonstrating an odor. Wave it back and forth until the odor has dried on the paper, then a good test of the odor is obtained.

Perfumed blotters are good things to send out. They

should be mailed to your customers at Easter and Christmas. Have your ad. on each blotter. When you hand a perfumed blotter or a sample bottle to a lady tell her all about the odor, how fast it sells, how long it lasts, etc. Don't hand it to her with the simple remark: "Here is a sample of perfume to take home." That hasn't any force. Make them understand that it is something out of the ordinary.

Perfumes are pushed so hard in department stores that the only avenue left the pharmacist is to stock fifty cents an ounce lines, a few specials at seventy-five cents, and perhaps one good one at \$1.00 an ounce. The seventy-five cents an ounce odors are good sellers. Get the exclusive agency on a couple of good ones. Perfumes are so delicate that they require care. The stoppers must not be left out of the bottles, not even for a minute. Heat and strong light are bad and sunlight spoils perfumes. The perfume graduate should be cleaned after every perfume is measured in it, otherwise it gets gummy and affects the nice odors. The stoppers and necks of the bottles should be kept free from gummy formations. Customers notice such things; besides, such conditions do not help the odor.

When you have about an ounce left of several odors that go slow, put them up in ten-cent bottles, arrange them in a tray, supply a neat card, and you will get rid of them in a couple of weeks. If certain fancy packages don't sell, get rid of them by putting them up in ten-cent bottles. It won't take long to move them that way. While many are averse to selling ten-cent bottles, you can get rid of two pints of a special odor by putting it up in ten-cent bottles quicker than one pint selling it out by the ounce.

Quality is the keynote of perfume talk. The department store has the cheap lines, so has the syndicate five and ten cent stores. Perfume buyers are always after the latest and newest odor. They tire of one odor. That is the chief objection to having an odor made for you. They will buy it for awhile, then change to something newer. A perfume atomizer is handy to have, filled with a special odor, then spray it on

the customers. The store can be sprayed on some busy night with some odor that you are pushing. People will inquire what it is that smells no nice; that gives you an opening to talk to them about this special odor. People usually use perfume when they go to the theatre. Fix it up with the theatre manager to allow the ushers to distribute either sample bottles, perfumed cards, or blotters. That will create a demand for one of your specials. A series of perfume talks run in the papers the two weeks before Easter is a great help. Graduation week in June is another time to have a little spurt on perfumes. Advertise some new odor to go with the new graduation gown. Your perfumery department should pay a profit of fifty per cent. on sales.

BUILDING BUSINESS BY TRADING STAMPS.—This method is still employed by many pharmacists who are under the impression that trading stamps are profitable trade bringers. The writer has never used them, although some pharmacist friends have. With one exception they have discontinued their use and are doing a more profitable business since their discontinuance. They claim that many stamps were not redeemed by their customers, showing that they did not consider them of much value and therefore could not have been a great drawing card for their trade. The pharmacists had to pay the same cost for the stamps not redeemed as the ones that were redeemed.

To make trading stamps profitable their cost must be borne by the profit upon the increased business brought through their drawing power. According to the opinion of the merchants in the writer's town this was not accomplished. A temporary splurge may result from the use of trading stamps, but the permanent results do not occur as a rule. Trading stamps may attract the bargain hunter, who is, however, hard to hold; his patronage is not permanent, for he goes quickly to the next merchant making a better offer. The permanent, steady customers brought about by cordial treatment, value received, modern business methods, and the merchant's personality, are the best in the long run.

CHAPTER XLV.

BUILDING UP YOUR OWN PREPARATIONS.

THE increase in the expense of doing business, the increase in the wholesale price and the decrease in the retail price of goods, are responsible for the activity of pharmacists in building up their own preparations. Most of them have a substitute for every good selling article. "A pill for every ill" is their guiding motto. While they stock all the standard advertised articles and sell them when asked for directly and decisively, yet they watch every chance to sell their own to the wavering or half-persuaded customer. Soon they have a good local demand for their own preparations and can create a wider demand from the surrounding territory, by advertising, sampling, and mail-order campaigns.

Good window displays are helpful for the local and transient trade. A neat display of your own cough syrup will sell many bottles during the week of the display. Arrange arches with the empty cartons, display on trays near the front of the window wild cherry bark, white pine bark, tar, honey, Irish Moss or whatever ingredients your cough syrup contains. Have a card on each tray naming the contents and have a big card reading, "See for yourself what Our Own Cough Syrup is made of, simple, not harmful ingredients."

Put up generous sample bottles of it and every time you sell a bottle of medicine or an advertised cough cure, enclose a sample of your own and tell a nice little story about it at the same time. Distributing samples indiscriminately is too expensive and entails waste. You want to make every sample count. Get it into the hands of those susceptible to colds. To medicine buyers and to heads of families having children. Have the samples of generous size and neatly put up. Give them out to customers in the store. Don't distribute them house to house. You antagonize people by that method, because children get many of the samples and drink them. Much harm, and in some cases fatalities have occurred,

and in some states laws have been enacted preventing the house to house distribution, especially of powerful medicines.

When you hand a customer a sample of your own preparation be sure that a neatly printed circular goes with it describing its merits. It is a good idea to wrap circulars advertising your own preparations in every package that leaves your store. They will certainly be read when the package is opened at home. Your own preparations must have merit to make repeat sales on them. A sample is most effective when it is given to a customer who has something of the sort in mind, or has immediate use for it. A lady taking a ride in the cars on a hot day, would suggest to you to give her a sample of your headache remedy, talcum powder, or face powder, foot powder. Another lady uses pills constantly, have a sample of your own for her. Another idea is to print a list of your own preparations that you have put up in sample packages, enclose one of these lists in packages leaving the store, inviting the customers to ask for these free samples. As people are apt to judge the preparation by the sample, be sure that the sample is attractively put up and not stingy in size.

Keep a record of the many compliments you get for your preparations so you can use them for material for your advertising matter. Another scheme is to have a book of testimonials in which is entered the voluntary testimonials of your customers. Many will give these testimonials without remuneration and to others you can give them a few packages of your goods.

Some of your own goods should be always displayed on the counter near your cash register or wherever you do up your bundles. That gives a customer a chance to inspect them while waiting for his package or his change. Small articles like liver pills, dyspepsia remedies, cold tablets, bronchial lozenges, can be displayed in wire baskets or wooden trays, with appropriate cards describing them. A good business can be built up on ointments and cold tablets by means of the mail-order plan. Such goods are easy to mail. Some

pharmacists known to the writer have a steady mail-order business on cold tablets or grip pills.

If you stand in with the physicians they can aid you in building up your own emulsions, elixirs, and pharmaceutical preparations. One store in New York has over one hundred preparations of its own, and it does a big business. The big stores in New York have built up a trade on their own preparations that isn't confined to New York alone, but spreads all over the country. Their packages are handsome and that helps to sell them.

You can build up a big trade on your own goods, especially in your own town and its suburbs. First, be sure that your goods are the very best of their kind, and of the highest merit. That is imperative. Second, see that they are neatly put up. Third, have confidence in them and confidence in yourself to build up a business on them. It takes money to establish a demand for your own preparations. The samples, advertising, printed matter take the profit off at the start, but you will win out by persistent effort and salesmanship methods. Hundreds of pharmacists have done it, why cannot you? Your remedies are as good as the advertised brands, why shouldn't you get your share of the business. You have the advantage of being "on the ground floor." You come in personal contact with your customers, and if you do not utilize this advantage for your own benefit you are missing the greatest opportunity of the times. Even if you cannot build up a world trade, you can at least supply your own local trade and that would mean bigger profits at the end of the year.

It is an open question whether or not it is a good plan to pay your clerks a commission on their sales of your own preparations. The writer has in mind a certain clerk who was a poor salesman until he was employed by a pharmacist who gave a commission of five per cent. Under the commission system he made good. In other cases the commission system is simply placing an instrument in a clerk's hands which may be used to his detriment. If every clerk possessed

good judgment and knew just when to push your own goods, the five per cent. commission scheme would work, but many of them have that five per cent. in mind all the time, which often results to the disadvantage of themselves and their employers also.

ABOUT SUBSTITUTION.—Every trade paper, of late, has contained articles written about the “crime of substitution.” The advertising campaigns of the big patent medicine manufacturers have had as their principal theme “anti-substitution.” Their attacks on the pharmacist were so pointed as to parade him before the general public as a “criminal,” as a dishonest business man; and for what? What is this great crime the pharmacist is accused of? Here it is—selling something else when an advertised article was called for. Where is the crime in this? Like everything else there are two sides to consider.

Let us take up the manufacturer’s side first. He contends that he has spent a lot of money to create a demand for his goods and that when a prospective customer asks for his brand, the pharmacist is in duty bound to sell him that particular brand or nothing. If he doesn’t do this he is branded as a thief and so announced to the public by the manufacturer.

Now the other side, the pharmacist’s standpoint is this—he is in business to sell goods—he carries as many brands as he deems profitable and salable, but does not carry every brand. An old customer of the store comes in and asks for a brand that is not carried. The pharmacist has in stock an article that he is positively sure is just as good as the one asked for—it might be even superior—such a thing is not uncommon. Why shouldn’t the pharmacist make a sale instead of sending one of his best customers to his competitor? He should make it if he knows his business and thinks anything of his own rights. He doesn’t do anything criminal. He substitutes honestly, in good faith, without deception or misrepresentation, and with the customer’s consent.

Such a transaction is strictly legitimate. It is upheld by the anti-substitution law recently passed in New York State.

This act contains an exception clause reading like this: "Provided, however, that, except in the case of physicians' prescriptions, nothing herein contained shall be deemed or construed to prevent or impair or in any manner affect the right of an apothecary, druggist, pharmacist, or other person to recommend the purchase of an article other than that ordered, required or demanded, but of a similar nature, or to sell such other article in place or in lieu of an article ordered, required or demanded, with the knowledge and consent of the purchaser." When a pharmacist fills a prescription, using another article for the one ordered, without the consent of the writer of the prescription, then he is a substitutor in every sense of the word. It isn't a square deal to take advantage of a customer who knows nothing of the prescription he brings in to have filled.

In some places, pharmacists are looked upon as men that are always looking for a chance to substitute and never hesitate to do it at every opportunity. It will take some time to live down this reputation. Then, too, substitution is usually connected with pharmacists when cases of substitution exist in other lines, such as hardware, jewelry, dry goods. When a pharmacist has a straight out and out call for a certain advertised article and he has it in stock, he is morally bound to hand it to the customer and close the sale. This gives the manufacturer full value from his advertising. He stands the selling expense for the article by paying for the advertising campaign and sends the customer to you fully persuaded as to just what he wants. When he is fully persuaded it is dangerous to try to switch him off onto some other article.

Right here is the whole bone of contention between the pharmacist and the manufacturer. If the customer is only half-persuaded when he comes into a pharmacist's store it is the manufacturer's fault and not the pharmacist's if the customer goes out with another article in place of the one he intended buying. The pharmacist's ability as a salesman won out over the advertising copy of the manufacturer. The advertising only half-persuaded the customer while the pharmacist's salesmanship argument fully persuaded the customer.

Substitution grows strong on the half-persuaded customer. In that case it would seem that the only solution to the problem is for the manufacturer to use the energy and space that he has been using to brand the pharmacist as a thief and dishonest man to the education of the customer, so that he will come to the store fully persuaded instead of half-persuaded. His copy should be more informative. Any pharmacist can substitute with a lukewarm or half-persuaded customer, without arousing resentment. As a matter of fact, the writer's experience is, that they leave the store better satisfied for their talk with the pharmacist, and feel more pleased with the purchase of the substitute article than they would have been with the one first demanded. The very way they ask for an article shows that they are in doubt about it and are not fully convinced that it is just what they want. The advertising copy wasn't convincing enough and it alone is to blame for the loss of the sale, not the pharmacist.

If a customer goes to the pharmacist's store fully convinced that he wants Smith's Pain Killer, he usually asks for it in such a way that it isn't safe to even mention any other kind, but to give him Smith's at once. But when his impression of Smith's is only wavering, he leaves an opening which every pharmacist, if he is a salesman, notices and takes advantage of. He asks him why he wants Smith's, what he is going to use it for, etc. Pretty soon he has sold him Davenport's or somebody else's, with the full consent of the customer. If the manufacturer will make his copy so strong as to assure the first sale of his advertised article, then have a strong informative booklet inside the carton, he will go a long way towards clinching that customer for his article and not substitutes for it. Also, he should try to gain the pharmacist's co-operation and not his enmity. The pharmacist has the advantage of personal contact with the customer, who in turn recognizes the pharmacist's word as the word of authority. A pharmacist has a strong hold on his customers, especially pertaining to medicines, and his opinion carries conviction with it.

Manufacturers have made a big mistake in trying to an-

tagonize the retail pharmacists and retail dealers in general. In one state at a convention of hardware dealers the following resolutions were adopted regarding substitution: "Whereas, several publications are endeavoring to create the impression that merchants offering substitutions of any character for an article asked for are dishonest; Resolved, That we condemn the practice of some manufacturers of inverting the names or style of package or labels of other well-known articles; that we deplore deception or misrepresentation of any kind; That we resent the implication that a merchant offering a substitute as such is dishonest, but claim that it is in the province of good salesmanship to sell substitutes when necessary, but without misrepresentation.

It is commendable for any retail dealer to send home a customer satisfied with some article bearing his own name. It is fair competition. No unfair methods were used and no misrepresentation occurred. It was simply the retail merchant taking advantage of his personal contact with the customer to tell him his story about his article better than the advertising copy of the manufacturer's article. The retailer has a trump card in "personal contact" and he is a weak business man if he don't play it for all it is worth.

The best thing for a manufacturer to do, then, is to strengthen his relation with the retail merchant so that the trump card of "personal contact" can be played to promote the sale of his advertised articles. He should supply the retailer with electros, signs, window displays, advertising matter, allow him a fair profit, and co-operate with him in every possible way. Many of the leading manufacturers have done this with good results and never sanctioned such copy as has been used in the tirade against a retail merchant's reputation. If a manufacturer's campaign is so weak that you can switch a customer from his intention to buy an advertised article, or can divert his attention from it after he has tried it, you are not violating business ethics, and all the tirades of manufacturers from now to the end of the world shouldn't stop you.

CHAPTER XLVI.

BUILDING UP THE FARMER'S TRADE.

It will pay you to make a special bid for the farmer's trade. They are good pay, they buy a class of goods that pay you a good profit. They appreciate little gifts, low prices, and respond readily to advertising. They market their products in your town, so they should spend their money there. Of course, in a way they are independent and can buy where they choose, because their little village has but few stores. It is on account of the lack of stores that the mail-order houses go after him. Their catalogue is just as good as a department store in his own village. The writer interviewed many farmers and learned from several that they only came to town "twice a year, in the spring and fall." These are good seasons to advertise to them.

Another thing that pleases farmers is to have ready a big bundle containing an almanac, a calendar, samples of pills and medicines, sample dye cards, veterinary books, picture cards, memorandum books, samples of cough syrups, headache powders, weather charts, envelopes of seeds, etc. These win their good will. Engage the farmer in conversation. He likes to talk of his village, his crops, and his family. Find out his name. He usually tells where he is from. Make his visit pleasant. He will always remember your store. Farmers that come to town often with their products, say once a week or so, are good customers. Buy your eggs, buttermilk, apples, vegetables, poultry from them and in turn they will buy their medicines, extracts, spices, condition powders, and household medicines from you. Oftentimes this farmer does errands for his neighbors who come to town less often. Give him a low rate on witch hazel, saltpetre, fenugreek seed, and articles that he uses frequently. He will have his neighbor's orders filled at your store.

Get interested in his village, ride out there some day, then the next time he comes in tell him how pretty his village is

and that you were out there last week. Perhaps he will tell you to call at his farm the next time you come out and get a glass of the best cider in the village. Get acquainted with your farmer customer, talk to him about his hobbies. You can post yourself by getting your name on the mailing list for the bulletins of the Department of Agriculture in Washington. These bulletins are mostly free and contain articles on all subjects of interest to farmers. You will find many suggestions in them that will be of benefit to your farmer's hobbies, and he will feel pleased at the interest you have taken in him.

As most farmers have telephones, tell him to call you up any night for anything he needs and you will send it out the next morning by the R. F. D. Take a small advertising space in the Grange program, advertise at the Agricultural Fair, the Corn Show, the Vegetable Show. You can easily get the names of the farmers in your locality. Give a farmer a little gift of something useful and he will get you a list of all the farmers in his village.

Farming towns that have railroad connections are good towns to work. The ticket agent will tell you who buys the tickets for your town, get these names, then write letters asking them to call at your store the next time they come to town. In the newspapers you will find the news of the farming towns collected under the names of the different towns. Here you will find the names of farmers' daughters and sons who have been spending a few days with friends or relatives in your town. Try to get the names of people that actually come to your town, then you can get personally acquainted with them. The farmers' trade is the principal trade of the mail-order houses, so it is worth your while to get some of it. The advantage you have of personal acquaintance with the farmer is a strong point in your favor.

COMPETITION OF MAIL-ORDER HOUSES.—Many a pharmacist has been given cause for worry from the loss of several good customers through the severe competition of mail-order houses. He often wonders how they manage to get the business. How

they can influence people to send their money miles away for something they can get right in their own town. A pharmacist cannot stand by and see his customers taken away from him and yet he seems powerless to prevent it. What can he do? How will he stop it? Such questions as these you have probably asked yourself many times. Any kind of competition must be first analyzed to find out its strong and weak points, just as a military commander analyzes his competing forces to learn their strong and weak points in order to form his plan of attack. So you must know where the mail-order houses are strong and where they are weak, in order to properly plan your campaign against them.

Now why does trade leave home? No person is going to put themselves out to write an order for goods they have never seen, and wait a month or so for them, and send the money with the order, unless there is an object for so doing. Some inducement must have been offered. Some strong inducement has been made and by a mail-order house instead of yourself.

The mail-order house's plan is to get all the business possible from each customer. First, they must secure your customer's name. This requires considerable time and expense, especially since they were shut off from their former source of supply, the Rural Free Delivery carriers' lists. They still manage to get the names, however, and are willing to sacrifice big money to get the name of a good live customer. Sometimes they will spend five dollars before a name is secured. The catalogue they send out costs somewhere from \$3.00 to \$5.00, including the expensive follow-up, so they spend from \$8.00 to \$10.00 before getting an order from your customer. They keep on pegging specials at him, for less than cost, sometimes, to persuade him to buy. If he simply buys one special on which the mail-order house loses money that customer's name has become an asset, for the fact that he has already bought something shows that he can be influenced by strong advertising backed up by low prices, guaranties, and strong arguments why he should make out a little order for several

things, and for that matter, to buy all his household articles as pictured in the mammoth catalogue, which has been aptly named "The Farmers' Department Store." It has as prominent a place in a farmer's home as the family Bible. All their spare time is devoted to studying its pages.

As many mail-order houses are after the same customer, and as a bargain customer is easily persuaded to flop his patronage from one house to another, the premium scheme is employed. When the customer makes a purchase he is given a premium certificate which has on its face the exact amount of the customer's purchase. When he has accumulated \$50 worth of these certificates he turns them in and gets a premium valued at \$3.00 or \$4.00. So you see the mail-order houses make it an object to deal with them rather than with you.

It won't do for you to sit back and growl at the mail-order houses. They have as much right to be in business as you have, and as the department store has. When you build up your mail-order business you are doing the same thing that they are. You are asking people from other towns to send their money to you rather than spend it with their home merchant.

STRONG POINTS OF MAIL-ORDER HOUSES.—Now the mail-order houses have these advantages over you: 1. They have their catalogues in nearly every farm house. 2. Their customers are saving up their premium certificates to cash them in for premiums. 3. Their buying power is big, as they control factories or own their own and have a substitute for all the well-known salable articles, and can sell at very low prices. 4. They have made good on their goods, so that their customers have become steady buyers and are hard to win over. 5. They have plenty of money and are not afraid to spend it to constantly go after new customers. They will send letter after letter, offer special after special to get a customer to buy at least once. Then their best writers are put onto him until he is finally enrolled as a permanent, steady buyer.

One of these expert letter writers is a friend of the writer. He worked in one of the big Chicago mail-order houses. He

said to the writer: "You ought to see the letters we send out. We dictate them into a phonograph, and we have to get off a great many in a day. We make them as strong as we possibly can, and you ought to see the replies we get. It would do you good to read them. We spend from eighteen to twenty-five cents to get out every letter we send, but they bring the business."

WEAK POINTS OF MAIL-ORDER HOUSES.—The weak points of the mail-order houses are: 1. They do not know their customers, have never seen them, therefore never come in personal contact with them. 2. They are so far away that it takes a long time to get the goods, and the cost of transportation is expensive. 3. The goods cannot be seen before they are purchased, and the customer is put to the bother of having to write a letter and an order. 4. The customer has to send cash with order, no credit is extended to him. 5. As he is attracted by bargain offers he is hard to hold, for the next one offering a better bargain is apt to get his business.

THE PHARMACIST'S ADVANTAGES.—All these weak points of the mail-order houses constitute the advantage points that the retail pharmacists have over them. It seems as though you ought to be able to compete with them when you are right on the immediate ground. You can personally solicit their trade—you can correspond with them—you can advertise to them—you have a superior location and enjoy a certain prestige—you can give the best of service—can guarantee the quality of your goods—can give good prices—your own personality and that of your clerks ought to count for something. Surely all these advantages if rightly used ought to influence your customers to spend their money with you. Start right in on an educational campaign. Make them special offers. Get a mail order house catalogue, go over it and you'll find out that you can meet their prices on many articles. You can stand a loss on a few goods to hold your customer.

If he is in good standing, ask him to run a monthly charge account. That is a strong card in your favor. The big department stores in the large cities are constantly sending

out invitations to people of good standing to open charge accounts with them. These invitations read: "Your standing in your community is well known to us, you needn't send references, send us an order, we want you on our charge account, etc. Emphasize your prompt delivery, guaranty, money back if not satisfied, opportunity to see the goods before buying, etc. All these arguments will appeal to a customer, because it will show him that you really want his trade, because you are making such an effort to get it.

People should have civic pride and loyalty enough to leave their money with the merchants of their own town, to spend their money where they earn it, but they haven't, and as a rate of one-half a cent on a bushel of grain will divert its route from the western wheat fields to the sea, so a few cents discount on an article will divert the trade from your local community to the big Chicago mail-order houses. This question is so big, that the Boards of Trade, Chambers of Commerce, and Merchants' Associations are taking it up and trying to cope with it in a co-operative manner.

WHY TRADE LEAVES HOME.—At these meetings some of the reasons given why trade leaves home are: Because of the natural obstinacy of some people—because of the thoughtlessness of some, who do not stop to consider that they are disloyal to their home town—because the local trade is not properly taken care of—because the home merchants do not make proper effort to meet the demands of the community, therefore the people become dissatisfied and look elsewhere to buy their goods.

The writer recently attended a meeting of merchants to discuss the latter cause, and the thought seemed to strike home to them that perhaps they had neglected their opportunities for keeping the money in town.

TRADE AT HOME CAMPAIGN.—A strong "trade at home" campaign was suggested. Some opposed it on the ground that if the mail-order houses were mentioned it would advertise them and influence people to send them a trial order who had never traded with them before. It was suggested that

the merchants unite and send out circular letters asking for criticisms of the merchants' stores, their service and prices. This scheme was tried in a city in New York State; many replies were received criticising the stores, the town, and the prices. Several frankly admitted that they were wedded to the mail-order houses, and any propositions from the local merchants would not appeal to them.

While many people would be loyal to their local community if it is pointed out to them in the right way, and their civic pride aroused, yet they have a strong affinity for their pocket book, and if an outsider can appeal strongly enough to that, the civic pride barrier is overcome. While the theory is "that every man owes something to the community in which he lives and works," the more popular interpretation of it is "that the community owes something to every man in it." People like to believe, nowadays, that if the mail-order houses think that their patronage is worth soliciting, the local merchants should think so, too. Do what individual soliciting you can, then co-operate with the local merchants.

Many claim that the merchant who keeps his store up, has reasonable prices, good store service, has nothing to fear from mail-order houses. Of course they are less affected than those who have dirty, dingy stores, yet the writer has stood in the lobby of the post-office and watched people drop letters in the letter slot carrying orders to Chicago mail-order houses as the printed addressed envelopes showed. Evidently these people were more attracted by the mail-order houses' offers than the clean inviting stores of the local merchants. One of the post-office clerks told the writer it was surprising how many money orders they sold to local people to send to the Chicago mail-order houses. He also said that the Government keeps a branch of the Post-Office Department in a Chicago mail-order house, the employees of this branch being paid by the Government.

Do not use prize-ring methods to fight mail-order competition. Use business methods. That is just what the mail-

order houses use, and they know how to apply them. Their advertising and salesmanship is about as scientific as you can find anywhere. You can compile a list of people who trade with mail-order houses—whom you think do so. Cut some well-known article way down, then boom it. That is about the general plan of mail-order houses. Then follow it up with strong arguments of the advantages of trading at your store. The co-operative merchants' campaign which you should join will probably consist of improving general merchandise conditions in the town. Better window displays, lower prices on such general goods as the local people buy of mail-order houses, better roads leading to the city, better transportation facilities, lower express rates, better telephone service, public comfort stations, rest rooms for women and children, dry shelter for farmers' automobiles and teams. These are all important factors in a campaign to keep trade at home. Such a campaign, together with the improvement of each individual merchant's store, ought to bring about the desired result.

CHAPTER XLVII.

BUILDING UP A HOLIDAY BUSINESS.

A GREAT deal more money is spent at holiday time than at any other time of the year. Why shouldn't you, as a pharmacist, bid for your share of it? It is worth trying for, but to succeed you must go after it in the right way. You must use success methods and that is what this article will explain. First of all your whole Christmas campaign must be mapped out in advance. Spend the last two weeks in October in working out a plan, figure about how much money you have invested in holiday goods, how much extra newspaper space you will need, how many circulars or cards you will send out to your mailing list, how much you can afford to spend for store and window decorations; also, lay out a plan for window and interior displays and list the show cards and price tickets necessary for the campaign. This

plan should be all settled by November 1st. All your holiday goods should be ready by that date. Commence then to get them displayed in your show-cases. Do not use the show-cases needed for regular goods that sell well in November, their display space shouldn't be sacrificed for holiday goods.

After your goods are well displayed in the show-cases, post your clerks on every holiday article you have. If they cannot remember the different descriptions, write the description of each and enclose it. The one for a toilet set might read: "This seven-piece combination manicure and toilet set is of genuine celluloid, tortoise-shell pattern, good quality of bristles in the brush pieces, best quality of steel in the manicure pieces, the case is satin lined," etc. This card can be slid under one of the articles in the set, or you can have it rest on top of the article where the customers can read it themselves. In that case it should be typewritten or painted to give it a neat appearance.

Now write out the copy for all the store signs you will need, send the copy early to your sign writer so he can do a good job on them. Have them a little bit fancy at Christmas time. Black letters backed with red and a little fancy scroll here and there. About the neatest combination is to have the first letter of every article painted in red and all the other letters in black. For instance, Holiday Perfumes, Sachets and Toilet Waters, the H, P, S and T would be in red, all the other letters in black. Leave the upper left hand corner vacant. Procure a punch and punch two holes in the vacant space about an inch apart, horizontally. Slide the card into the sign holder, then tie a small sprig of artificial holly in the vacant space by means of a piece of red baby ribbon passed through the two holes already punched. You never will find a neater sign than that. The red berries and the green foliage on the white cardboard show up fine. That kind of a sign sells goods. Six or eight of those in your store present a uniform, striking appearance.

Start next on your newspaper ads., write the whole series and number them as they will be inserted. They should all

bear a relation to each other and should lead up gradually to the climax. The first one should be a sort of early announcement of your new novelties, asking them to come in and see what pretty things you have displayed in your store. The next ad. should speak of one particular novelty which is extra popular. The next ad. should be directed to those that buy Christmas goods to send across the water, these goods are always bought early to avoid the deluge of ocean mail the two weeks before Christmas. The next ad. should be a little talk on the benefits of early shopping. The next few ads. should list the different articles for the different members of the family. Then follow with ads. showing what articles five cents will buy, ten cents will buy, twenty-five, fifty, seventy-five and a dollar will buy, etc., thus striking home to them and showing just how far the stated sum they have set aside for gifts will go. Follow now with strong perfumery ads., as this is an article they buy late. After that comes the cigars by the box, usually bought the two days before. Then an ad. showing what you have for late shoppers, also a strong candy ad. for Christmas Eve and Christmas Day, mentioning your telephone service, your messenger call box, white cards for enclosing in the packages, etc. Ask them to telephone their candy orders, furnish the name and address and you will write the card, ring for the messenger, and deliver the package. The customer usually pays for the messenger in such cases.

You can at once see the advantage of planning your campaign in advance. It gives you a start over your competitors, it brings the early shoppers to your store, you keep up their interest by each successive ad. following up and strengthening the one before it, you tell them plainly what you have, who for, and how much. You help them make their selections through your informative copy. You also check yourself from using too much space, you have the rush period to direct the store and wait on customers, and not have to take up your valuable time writing ads. the last minute. Your series of ads. being numbered, they are in the printer's

hands several days ahead of date of insertion, so you get them set up better than if they were handed in the last minute. Get a proof of the large ads. you run, so there will be no possibility of error on prices. Your printer will furnish you with a special holly border for your ads. and also some good Santa Claus cuts, perfumery cuts, miscellaneous holiday cuts. They have these cuts on a matrix board and will cut them out for you, cast and block them free of charge. Visit your printer, get on good terms with him, he will give your ads. a fine set-up. Send him a small box of cigars or a box of candy for Christmas.

Early in November make a list of all the holiday goods you intend to display, then group them in window displays and number each display. Start off with a solid display of a new novelty for number one. This will get people thinking of Christmas, and you will be the one to fire the first shot. Follow it up with a few staples like a solid window of brushes, hair, tooth, nail, complexion, clothes, hat, military, and whisk brooms. Then a window of Christmas cards, folders, booklets, fancy calendars, stickers and seals. These kinds of goods are bought early, as many people send them to foreign countries and to Hawaii and the Philippines. Follow after this with a window of novelties, which keep up the peoples' interest, then a solid window of gifts for men, next a solid window of gifts for women, then a stationery window, followed by a perfumery window, next a mixed window, or toilet and manicure goods window. The last two weeks you will have to run in cigar and candy windows and mixed windows of holiday gifts for both sexes. You will have to start early with your window displays in order to show up all your goods, even though you carry nothing but staples. A good holiday business can be built up on such staples as hot-water bottles, chamois vests, brushes, perfumes, toilet waters, manicure goods, cigars, candy, celluloid goods, mirrors, fancy bottles of bay rum, shaving materials, safety razors, fountain pens, stationery, face creams and lotions, leather goods, inkstands, glass test tubes (for making hat-pin holders), Christmas post cards,

toilet soaps, bath sponges, medicine cases, cameras, post-card albums, books, playing cards, etc.

If you have any left-over holiday goods from last year you can afford to cut the price on them and have a special sale in November. If you work the premium plan, giving premiums for \$10 worth of cash register checks, start it early, say about October 15, and run it to Christmas. Run special sales during November on some Christmas novelty, such as a Japanese vase or Japanese baskets. People will buy them and keep them to give as Christmas gifts.

Buying holiday goods requires great judgment. To buy enough to fill all demands and not to buy too much to take off the profit is a hard proposition to solve. You don't want to lose several sales on a good seller by being out of it a few days before Christmas, neither do you want to carry over a lot of toilet sets and fancy goods. Beware of overloading yourself with high-priced goods. If you want to accept a jobber's proposition to take off the amount of your car fare from your bill when you pay it, why all right, but when you make your trip to his city, he is apt to put his best salesman after you and before you go home you have bought twice as much as you need. Of course, you have had a nice trip and a good dinner at the firm's expense, but in the end it would have been better to have paid your own expenses and bought your holiday goods from two or three firms instead of one. When you pay your own way you are free to go about, compare prices, and have the advantage of a wider selection.

There is no end to the number of Christmas novelties that will make good sellers. Cut glass, Bohemian glass, decorated china, Japanese decorated plates, photograph frames, candlesticks, desk sets, toilet sets, manicure sets, traveling sets, leather goods, ladies' shopping bags, pocketbooks, shaving pads, telephone registers, fancy bric-a-brac, vases, paper weights, inkstands, cutlery, jewelry, pipes, tobacco pouches, cigar cases, smoking and shaving utensils, triplicate and hand mirrors, pocket flasks, paper cutters, celluloid goods, imported steins and smoking sets, silver sewing sets, plates

decorated with cigar bands, fancy combs, infants' toilet sets, leather pipe rests, society banners and hangers, cameras and supplies, music rolls, toys and novelties. Choose something that the other stores don't carry. The more novel your stock the more people it will attract.

For your holiday business you must attract the attention of your competitors' customers as well as your own. A "Gift Certificate" or "Merchandise Bond" is a good thing. It is a receipt for money paid and good to the bearer for merchandise to the amount filled in. It does away with the bother of exchanges, for the recipient chooses his own gift. If a customer has decided to put \$5.00 into a gift he buys a certificate filled in for \$5.00 worth of goods. This is given to the other party, who then chooses what he wants up to that amount.

If you carry a good line of holiday goods you will find it desirable to issue a booklet. The general run of copy should be suggestive. People want suggestions for gifts, then they can pick them out better. Suggest such articles for boys, such for girls, for men and women. Mention all the new novelties you have, and don't forget to state that all your holiday goods were selected especially for their utilization, that they are useful and sensible gifts and will be greatly appreciated by the recipients. Put in a strong paragraph about the advantages of shopping early. People have an inherent habit of postponing their gift buying until the last moment, either on the ground that gift giving is a nuisance, or that they expect to save a few pennies for the final mark downs on Christmas Eve. Tell them to shop early, nothing is gained by delay, the last minute the stocks are depleted, goods have been pawed over; they cannot be given such good service in the final rush. Induce them to make their selections early. Offer to reserve articles for them upon payment of a small deposit, they needn't call for them until the day before Christmas. Set some particular day as a limit for reserving goods, for you don't want to carry them over when you might have sold them. Your booklet should be

neatly gotten up and distributed about December 5. After that date people are flooded with advertising matter and won't pay so much attention to yours. Get yours in their hands before the others are ready.

Be the first in the field in your store displays, window displays, newspaper ads., and booklets. Have your store neatly decorated. Don't use the red paper bells and green and red paper festoons. Use fresh laurel twined on a rope. You can buy it by the yard all twined. Have a laurel wreath in each window. Tie a big red ribbon on it and let the ends hang down. A genuine smilax vine can be twisted around the upright posts of your soda fountain, with the roots of the vine dipping in a mineral glass of water, to keep it fresh. Let people know that you are out for your share of the holiday business. Holidays are the days of "easy money" and as holiday trade is not confined to any one store or class of stores, there is no reason why you shouldn't get a little of that "easy money."

Look out for "advance buying" and "over buying." There isn't any need of buying your holiday goods in May and June. If you tie up a lot of money in them then or have given your order for them, perhaps some pretty novelties will come out in September or October, and you will have to pass them by, as you have already picked out your holiday goods. Wait until all the jobbers have their complete stocks, then look around for the best sellers and the best prices. Figure up your purchases and about what per cent. you will sell of them. This will give you your expected receipts, then you will know about how much money will have to be spent to turn that amount of goods. If you buy twenty toilet sets to sell at \$6.00 that cost you \$3.50, you will have to sell twelve of them just to get your money back. If you carry the rest over you haven't made any money, for you have only recovered cost, haven't paid for the extra advertising, and next year they will bring less money.

Have price tickets on all the lower priced articles. These price tickets should be of white cardboard with black or red

letters to match your store cards. It isn't desirable to put price tickets on toilet sets or distinct designs of high priced holiday articles. The person giving such an article and the person getting it don't want everybody in town to know the price of it. Get the price tickets on about everything else except goods coming under the above class.

CHAPTER XLVIII.

BUILDING BUSINESS BY CONCENTRATION AND SUGGESTION.

BUSINESS BUILDING BY CONCENTRATION CAMPAIGNS.—You can move almost any article in your stock by means of a well-planned concentration campaign. To illustrate, let us take some article that is sold in almost every pharmacy and used by both sexes. Pompeian Massage Cream, for instance. We will assume that you have purchased four dozen fifty cent size and one dozen \$1.00 size. The amount of the order would be about \$24.00, less discounts. Now comes the question of the best method of moving it quickly. The concentration campaign is the best method known to the writer. The general plan of it is as follows:

Select a certain week to be known as Pompeian Massage Cream week. Plan for it at least two weeks ahead. Write three four-inch single-column newspaper advertisements, containing a full description of the goods and its uses, also mention that it is being largely advertised in the leading women's and men's magazines. Spend a lot of time on these ads., so as to have them strong and forceful. You probably can get a newspaper electro from the manufacturers. These ads. should call attention to your window display and interior displays of the article.

Next write out a nice little story of the article, mentioning in their natural order, its strong selling points. Have each clerk memorize this selling point story. This is important. It should not be omitted.

Plan a pretty window display. Do your level best on

it. Have it so unusually good that it will attract attention. Take many of the jars out of their cartons to show the pretty pink color of the goods. Do not crowd too many signs into the window. Pompeian Massage Cream is a dainty toilet preparation and suggests a light, dainty display rather than a heavy, ponderous display. Have one window card near the front, reading: "Pompeian Massage Cream, as advertised in our newspaper space and in the leading magazines." The object of this sign is to connect their thoughts with the three mediums used for advertising the article. They saw it advertised in the magazine, then in your newspaper space, and now they see the article itself in your window.

The interior displays come next in order. Hang signs in every conspicuous place in your store. Put small ones on the door, so people can see them when they come in and go out. Place a small display of the goods with a sign on the ice cream table, another on the cigar counter, another on the confectionery counter, one on the toilet goods counter, and one near the cash register, or wherever you do up bundles. Two or three jars are all you need for each of these displays. Have a bundle of advertising matter handy to the paper roll so you can enclose a piece of advertising matter with every bundle leaving the store. Have other advertising matter on the show-cases.

All this work should be planned in advance, so that as the Pompeian Massage Cream week approaches everything is in readiness. Get your ads. to the papers Saturday, so they can give them a good set-up for Monday. Have them numbered 1, 2, and 3 with the date of insertion. One paper could insert them Monday, Wednesday and Friday, the other paper on Tuesday, Thursday and Friday, omitting the Saturday issue, as this illustration assumes that the papers used are evening papers. Commence on Saturday to enclose slips in each package leaving the store. Fix the window and interior displays Monday morning.

Now we will follow the working out of this carefully planned concentration campaign. One of your customers bought a box of soap Saturday night, when he opened it at

home he found a booklet advertising Pompeian Massage Cream. Sunday he read his favorite magazine and found the article advertised there. Monday night he read his local paper with your ad. in it. Tuesday morning, going to work, he was attracted by your window display of the article. Tuesday night he came in your store to buy some cigars and noticed the article displayed on the show-case. He picked it up, looked it over, and the clerk was waiting for such an opportunity and out comes his thoroughly learned selling point story of the article and its merits, and he has no difficulty in closing the sale.

The customer's mind had been impressed six times. First by the booklet enclosed in his purchase; second, by the ad. in his magazine; third, by your ad. in the local paper; fourth, by your attractive window display; fifth, by your interior displays; and sixth, by the convincing selling point story of the goods so ably presented by your clerk.

Your clerks should also call the attention of all their friends to the Cream that week. All customers coming to your store that week cannot help but be impressed. No matter in which direction they look they see a display of the Cream staring them in the face. No matter what article they buy, when they get home they find the booklet advertising the Cream wrapped around their package. When they pick up a newspaper or magazine they find an ad. there. When they pass the window the displayed goods attract them. If they are not convinced then, that they ought to buy a jar of the cream, the selling point story of the clerk soon convinces them.

Such is the general plan of the concentration campaign and it will work wonders with any article of merit that you want to move quickly. Plan every detail in advance as carefully as a general would a military campaign. Insist on every clerk memorizing the selling point story of the article. Have the very atmosphere of the store laden with the merits of Pompeian Massage Cream.

The campaign can be enlarged if you so desire, by sending booklets to your toilet goods mailing list, either direct from the factory or from your store. It is not necessary, especially

if you follow the details of the campaign as outlined above. The writer is strong for these concentration campaigns. It is remarkable what concentrated effort will accomplish over scattered effort.

Concentration means a drawing together or accumulation around one point. Its force has many illustrations in history. It is said of the great Napoleon: "The Art of War consists in concentrating in order to fight, and disseminating in order to subside." Battle after battle, campaign after campaign, has been lost due to scattered positions instead of concentrated positions. A body of troops concentrated in force can easily overcome a much larger body of troops scattered in many positions. So in the battle of business the concentrated effort can accomplish far more than the effort widely scattered.

THE SUGGESTION SYSTEM.—This is a plan for encouraging your clerks to work out new ideas, economies and betterments in the methods of your business. It is a system where you can get the value of your clerks' thinking. It is not an opening for the registering of petty complaints against the store management. It is rather a means of obtaining helpful hints. Your head clerk will often make many good suggestions to you about the store's needs and economies, but the junior clerks and apprentices will hesitate to suggest anything lest they be judged as too presuming.

Encourage all your clerks to offer suggestions as to facilitating their own duties, improving the store service, saving time, treatment of customers, displays, ideas derived from visiting other clerks, manufacturing, soda fountain suggestions, selling methods, schemes to attract trade, arranging stock, etc. Have a suggestion box. Nail a box to the wall in the back part of the store, have a slot in the cover, then every time a suggestion enters a clerk's mind have him write that suggestion on a piece of paper, sign his name or initial and drop it in the suggestion box. Every week you can sort out the suggestions and choose the ones of immediate necessity. Perhaps the suggestions you will receive may read as follows:

1. That there should be a towel clasp at the soda fountain.
2. That there should be some ice cream salt kept upstairs near the soda fountain to save the trouble of going down in the cellar after it every day when the ice man comes.
3. That a pair of heavy shoes with wooden soles should be bought for use in the ice cream department as the salt and brine on the cement floor eats up ordinary leather shoes.
4. That hooks be provided for hanging up clothes and overcoats instead of nails.
5. That the meal hours of the junior clerk be changed so that he will go a half hour later; then he can help out in the twelve o'clock and six o'clock rush.
6. That some special preparation be used when sweeping the floor to keep the dust from scattering all over the store.
7. That sheeting or cambric be provided for covering the tops of the show-cases while the store is being swept, also at night time in summer when the transom is left open.
8. That the mineral waters and malt extracts be kept down in the cellar, lying on their side instead of standing up straight on the shelf near the steam-pipe in the back room.
9. That a clock be provided for the front store, as many people look for it and seem surprised that there is none.
10. That all packages leaving the store be tied up in a uniform manner; as it is now, every clerk ties them up differently.
11. That the discount sheets to catalogues should be pinned to the catalogue or fastened with clips and the catalogues filed, where they can be easily obtained to quote a net price to a customer on a quantity order.
12. That a small candle power lamp be purchased to burn all night instead of the large candle power used at present.
13. That the large electric light over the centre of the store aisle in front be replaced by two smaller ones suspended over the show-cases instead of over the aisle.
14. That the envelopes used for souvenir post cards have a good ad. printed on the back instead of using them plain as at present.

15. That the price of Epsom Salts be reduced from fifteen cents a pound to ten cents, as that is the price prevailing in the city and is often quoted by customers.

16. That an electric bell be placed in the back room and the cellar, with push buttons in the front store so when a clerk is needed in a rush he can be called by pushing his number on the button instead of hollering his name out. That looks bad.

You will be surprised at all the suggestions you will receive and will wonder why you didn't think of some of them yourself. You can also send a blank to your customers, asking them to fill out suggestions for improving your store. You cannot see some of the faults of your store as well as they can. A stranger visiting a city can always pick out the weak points of the city quicker than the resident. The head of a large mercantile house in New York who is noted for his systematic methods, sends all his new men through the building on a tour of inspection and observation. At the end of the week the new men are asked for suggestions for improving any of the methods now in use. As an outsider the new employee is quicker to notice opportunities for improvements than those on the inside who, perhaps, have allowed themselves to fall into a rut.

A friend of the writer secured a position as sales manager of a big automobile concern. The very first thing he did after entering on his duties was to write out fifteen suggestions for improving his department and submit them to the general manager. Five were immediately accepted, and the others taken under advisement. A large manufacturing plant in the writer's town uses the suggestion system. A young boy recently received \$30 for one suggestion, and some boys have earned \$60 in a short time just for suggestions that were accepted by the management. These boys are only from sixteen to eighteen years of age, which is about the age of the boys you hire as apprentices and junior clerks in your pharmacy. If they can help manufacturing concerns with

suggestions, they certainly can help you. The National Cash Register Company, of Dayton, Ohio, is given the credit of being the originator of the suggestion system. They spend as much as \$6,000 per year for prizes for suggestions. They have saved thousands of dollars from the results of their suggestion system.

You can save several hundred dollars a year in your store, can give better service to your customers, can keep your stock up better, prevent its waste, stop many small leaks, get more work out of your clerks, and bring about a closer relation between them and yourself. You can give them a cash award, or some article from the store, or a \$1.00 a week increase in salary for ten suggestions accepted, or one per cent. of the amount saved to you by adopting their suggestions, or some plan of your own choosing.

To sum up, the principal points of success in business building are good judgment—to enable you to know the wants of your particular neighborhood,—proper display—which attracts your customers' attention to the new goods and new departments,—thorough knowledge of the goods—which enables you and your clerks to tell a convincing selling point story about them,—proper enthusiasm—which proves that you really believe in the goods and that they are the proper goods for the demands of your neighborhood,—concentration—which is absolutely necessary to move goods quickly and to make a deep impression upon your customers' minds that they need just such goods as you are selling.

You can build any business under the sun by close attention to these principles. No matter whether your business is small or big, if you adopt these principles and put them into execution your business will improve and will build up in proportion to your own energy and resources and the possibilities of your environment.

CHAPTER XLIX.

A CHAPTER OF ALWAYS AND NEVERS.

YOURSELF.

ALWAYS be careful of your own appearance.

be polite and courteous to all.

be able to control yourself.

be sure to preserve your self-respect.

be cheerful; smile if it comes natural to you.

be sure to do your level best.

be optimistic; optimism attracts like a magnet.

be thoughtful of others. Help those who cannot help themselves.

be on time; both at your meals and at work.

be able to systematize your time.

be sure to count ten when you get mad.

be self-confident of your own ability.

be as generous as you can afford.

be enthusiastic; it puts life into everybody.

be prompt in your payments and promises.

be mindful to cultivate the study habit. There's money in it.

be competent to transact the daily requirements of your vocation.

be careful of your character and habits.

NEVER worry over things you cannot help.

try to become a pharmacist without a foundation education.

stop when you have reached a certain goal; try for a higher one.

get discouraged; everybody has troubles; some worse than yours.

talk about yourself; if you are all right people will find you out.

drift with the tide; keep ahead of it.

NEVER feel that you know it all. Educated men always study.

be afraid to say "No."

try to agree with everybody; you'll make a mess of it.

hesitate to express your own opinion.

hesitate to boost yourself along; not by talk, but by accomplishments.

brag, bluff, or bulldoze.

offer more than you can live up to.

run down competitors.

neglect your appointments.

forget that you're in business to make money.

make the same mistake twice.

YOUR STORE.

ALWAYS keep up the proper store spirit.

employ modern business methods.

study how to improve it and its service.

keep it sweet and clean.

have store rules and see that they are lived up to.

take the same pains with your store as with your home.

have the prosperous and busy store of your town.

have the most popular store in town.

have neat interior, window and show-case displays.

try to develop the character of your store.

have store welcome on a par with home welcome.

have the reputation of being a good housekeeper.

have the best store service in town.

cultivate store spirit.

NEVER allow loitering.

keep cobwebs and dirt; they belong in the fire or outdoors.

underestimate cleanliness as a store asset; it has value in dollars and cents.

NEVER overlook the importance of store order and discipline.

resent criticism of your store; welcome it if well-meant.

allow your store to follow others; let others follow it.

neglect its appearance; first impressions are lasting.

allow it to be said that anyone can write their name in the dust on the show-cases.

stand for a sticky soda slab.

earn the reputation of having the stingiest store in town.

YOUR GOODS.

ALWAYS talk quality.

have selling talks ready.

have goods when they are first called for; don't wait for the big demand.

keep your clerks posted on them.

tell the truth about them; that is all you need to tell if the quality is there.

keep a lookout for new goods; they bring full prices.

have a place for them and keep them in their place.

have price tickets on them.

have them clean and inviting.

exchange them when unsatisfactory.

NEVER misrepresent them.

forget to charge them when sold on credit.

forget that when well-displayed they are half-sold.

forget that they have inspiration; get inspired.

hesitate to make frequent changes in show-case displays.

keep them in one place; change their position and style of display.

give them away; sell them at a profit.

NEVER push the cheapest grade; get the big sale.
charge more than fair prices.
sell them when deteriorated or below standard.

YOUR CLERKS.

ALWAYS encourage them when they do well.
give them a square deal.
set a good example for them; they watch you.
insist that they read the drug trade journals.
see that they are neatly and uniformly dressed.
see that they start for a customer as soon as he enters.
encourage them to cultivate the study habit.
demand that they be absolutely truthful.
correct a clerk when he needs it; for his own good as well as yours.
require their obedience to orders.
train them in salesmanship.
see to it that they know how to talk up things.
be slow in hiring: quick in firing.
keep them posted on your special sales and ads.
consider well before you say hard words to them.

NEVER expect them to do everything right at the start.
reprimand them publicly.
hire cheap help; they prove the most expensive in the long run.
allow any friction between them.
stand for any of the dopey variety; wake them up or get rid of them.
hesitate to ask them to work overtime when necessary.
fail to impress upon them that they represent you in every transaction.
allow them to lounge around on a rainy day; keep them moving.
allow them to make the same mistake twice.
tell them but once to do a thing.

NEVER stand for dishonesty in any form; nothing can excuse it.

let a discharged clerk work his notice; pay him for it, but get rid of him on the spot.

YOUR CUSTOMERS.

ALWAYS wait on them in their turn.

try to turn casual into steady buyers.

learn to call them by name.

count their change before handing it to them.

gain their confidence.

accommodate them in every way possible.

take back their unsatisfactory purchases.

take their kicks good naturedly; they expect it of you.

listen to their tale of woe; they want your sympathy.

give them the best treatment at your command.

enlist their confidence.

be considerate of their health and safety.

keep in mind the value of a satisfied customer.

NEVER judge them by their clothes; the poorly clad are often the best spenders.

antagonize them; nor interrupt them.

hesitate to let them talk; you may learn something.

wait to be spoken to; speak to them.

lose your temper; if you can't talk pleasantly don't talk at all.

hesitate to go out of your way to please them.

give them a chance to take offence.

laugh at their ignorance; they may know more than you.

trust the undeserving; it only means that they'll pay cash at your competitors'.

hound them to death.

question their judgment.

dictate to them.

CHAPTER L.

AFTERTHOUGHTS ON PHARMACY.

IN looking backward over a period of twenty-one years, the writer is reminded of the many lessons which history teaches us. History furnishes us with a story of the past, from which are to be drawn moral and civic lessons that have a value for all time. So, also, in the field of business the teachings of the past are useful as illustrative of principles and also as precedents. The writer has endeavored to introduce in this book the teachings of the past pertaining to pharmacy which are of permanent value, supplemented with the teachings of the present and the prospects of the future, in so far as they can be predicted along the lines of natural evolution.

The application of the principles of business varies as the demand changes. The demands on pharmacy have changed rapidly, especially during the past ten years. The conditions are entirely different. No pharmacist of the present and future can succeed who does not know business principles and how to apply them. It is characteristic of many historians that they crowd their works so full of unimportant details that the main theme of the history is lost sight of. The writer can hear many readers of this book saying to themselves: "Well, how can any person think of all these principles of success mentioned here. He would have a business nightmare if he tried it." And so he would if he tried to think of them all at once. This brings us to the subject of application.

To get the greatest value from the principles laid down in this book they must be studied separately and applied when occasion requires it. No one pharmacy will need every principle or detail mentioned in this book, but they are all valuable and requisite for success and you are to adapt and apply only those that fit the particular needs of your location and environment. A great many duties that you perform every day have rules for their successful performance, yet

you never think of the rules because you are so familiar with the duties that it is unnecessary. It is better not to do everything by rules. A knowledge of rules, however, is necessary to the successful performance of the duty.

The lawyer who reads the most law books and keeps up-to-date on law, is, as a rule, the best lawyer. The same is true of the pharmacist. A musician thoroughly versed in the rules of harmony and composition is a better musician than the one merely possessed with technique. The former's performance would be more musical, possessed of greater depth and emotion. His would be the musical interpretation, the latter's the mechanical interpretation. So your interpretation of the principles of business should be the natural one, made possible by your familiarity with them and your ability to apply them as occasion requires, and not the mechanical interpretation of doing everything just so, rule by rule, like a machine. Any person thoroughly familiar with a subject can talk it backward or forward, asleep or awake. He never stops to think of the rules of the subject, yet he could not have familiarized the subject without observing its rules and limitations.

The central idea upon which this book is written is to be found in the divisions of buying and selling. Every other detail and principle mentioned in every chapter has some direct or indirect bearing upon buying and selling. It is the foundation upon which *Commercial Pharmacy* is built. Take up the study of the division on buying, read it over several times, apply one of its principles this week, another next week, soon you will have mastered its principles and have become a better buyer. Then take up the division on salesmanship. Learn how to sell your goods at a profit. Learn how to apply the rules of salesmanship to your own business.

As fast as you discover truths learn to apply them, for therein lies their value to you. Truths are useless to you without the knowledge of their practical application. On this point, President Hadley of Yale says: "Truth is discovered

faster than it is applied or appropriated. Education for citizenship in a self-governing commonwealth has not been as effective as training for a self-supporting business or professional career, and the fault is not in lack of ideals or professed adherence in them, but of will to obey them. Where it falls down is on doing." One of the greatest criticisms of our traditional educational system is the failure to apply the theories taught. A recent editorial in the *Boston Herald* says of application: "Young men need to learn thoroughness—there is no course of thoroughness in the schools. Education is not something conferred upon a man, it is wrought within himself. Application gives it to him. Application brings him all the results he gets in this world. Application seems lacking in most young men to-day."

You should have a faculty of selecting and applying facts and principles required for any particular occasion. Having completed this task regarding buying and selling, then take up the division of "Thorough Knowledge of Your Business," and "Business Economics." These two divisions, together with those of buying and selling, are, in the writer's opinion, the most valuable in the book. Application of the lessons taught in these four divisions will make you a better business man and assure a more profitable business.

It is strange that pharmacists, as a rule, being trained to accuracy and thoroughness in the professional side of pharmacy are so lax and indifferent in the duties of the commercial side of pharmacy. Accuracy and thoroughness in business methods should come easy to a pharmacist, owing to his training in the professional side of his calling. Application can be acquired by study and practice.

The retail business has many problems. If conditions were alike everywhere the same methods could be used and successfully applied the country over. And yet, there are certain underlying principles that can be applied in all kinds of retail merchandising the world over. So it is in the pharmacy world. No two stores are operated under exactly the same conditions.

Store methods and policies must be adopted and applied to these varying conditions. There is no one policy for a pharmacy that is sure of success. Pharmacists doing business in the same town, pursuing widely different policies, have been about equally successful. There are regular-priced stores and cut-price stores that are successful. Pharmacies spending big sums in advertising have made money and so have pharmacies spending little or no money in advertising. Pharmacies catering for the swell trade have paid big profits, likewise those bidding for the cheap trade. Pharmacies with a generous policy have succeeded and so have those with a narrow policy. Pharmacies in the very best locations have gone into bankruptcy and some on side streets in inferior locations have built up a big business. Small and big pharmacies pay well and there are small and big ones that barely pay expenses, and there are small and big ones that have failed. So, then, it is impossible to designate any one policy that is certain to win success. The pharmacist, to succeed, must possess sufficient good judgment to analyze the conditions to be met and be able to apply business principles to these conditions better than his competitors do. Several of the principles underlying success are included in the divisions of buying, salesmanship, thorough knowledge of your business and business economics.

Another success principle is the ability to choose the right people for your clerks. The right kind of clerks will take a great many duties off your shoulders and allow you more time to build your business, which must go either up or down; it can not remain stationary.

Another success principle is the right treatment of customers. Give every customer a square deal and the best possible service. To be a success in your neighborhood you must have the ability to do several things better than they are being done. Big department stores are developed on the policy of "service to the customer." This policy has been the central idea of most of the mercantile successes of the past ten years.

Many pharmacists lack initiative, which is "The power of

initiating or taking the lead." It is "Doing the right thing without waiting to be told." Be a leader in your town, not a trailer. Don't wait for others to initiate new ideas, initiate them yourself. You will make some mistakes, but if they be not too costly, they will tend to cultivate your judgment, and your earlier failures will become steps to success. It is a business crime to make the same mistake twice. No great successes are attained without great attempts. Fear to attempt things causes many men to fail. There is an element of chance in every business. You should have a will to take chances, but these chances must be taken only when your best judgment directs them as legitimate means to an end. There are cases when well-known business axioms are broken. Many of the great business men have at times smashed traditional regulations and made new ones for themselves.

Another success principle is concentration. Andrew Carnegie says that concentration is the prime secret of success. He says: "Concentrate your energy, thought and capital exclusively upon the business in which you are engaged. A man can thoroughly master only one business, and only an able man can do this. I have never yet met the man who fully understood two different kinds of business. The concerns who fail are those which have scattered their capital. 'Don't put all your eggs in one basket' is all wrong. 'Put all your eggs in one basket, and then watch that basket.' It is easy to watch one basket and to carry it. It is trying to watch too many baskets that breaks most eggs in this country. The secret of success is a simple matter of honest work, ability, and concentration. If you are only above the average your success is assured, and the degree of success is in ratio to the greater degree of ability and attention which you give above the average."¹

There are so many subjects included in Commercial Pharmacy that you will have to do a great deal of studying outside of business hours. Analytical reading, pointed conver-

¹The Empire of Business, by Andrew Carnegie, Doubleday, Page & Company, N. Y.

sation and wise listening will greatly aid you. Read only the books on subjects closely related to your business and analyze these books, chapter by chapter. Try to firmly fix in your mind the main thoughts and central idea of the author. When in conversation with successful merchants and business men you can easily shape your conversation so it will point to some problem you wish solved, then wisely listen to the other man's views on this problem. This is one of the best methods known to the writer for obtaining knowledge about business principles. Don't be afraid to ask questions, and be sure to ask pointed ones in order to get real value from the answers.

Do not be content to know just what you are absolutely obliged to know in order to drift along. Study and learn more than you have to know about your business. On this point, Mr. Frank A. Vanderlip, the noted New York financier, says, "If I understand correctly any single principle on which success is based, I know that a true one is this: '*Do more than you have to do that you may learn more than you need to know*' for doing your own simple daily task, and with this broader doing and wiser learning you will be laying the substantial foundation that is required for any career of eminence.' The successful man of the future has learned to welcome new work as new opportunity, and he has learned systematically to use his time outside of his regular work in gaining a specialized knowledge which will give him a thorough grasp of the principles of his business; and then above all he has taken greater interest in his work than in himself. He has cared more for getting the thing done right than he has for the personal credit of doing it. Unless there is some defect of personality or some accident of opportunity, the man who fits this outline will in a decade stand out from among his fellows a leader."¹

You, as a pharmacist of the future, must pursue a different course than that followed by the pharmacist of the past.

¹ Business and Education, by Frank A. Vanderlip. Duffield & Company, N. Y.

Heretofore, the writers on pharmacy have treated only of the professional side and the pharmacist himself thought mostly of that. But, nowadays, commercial ability is recognized as high as professional ability. You owe it to yourself to be a good merchant just as well as a professional man. You should strive to advance the ethics of Commercial Pharmacy to the same high standard hitherto claimed exclusively for Professional Pharmacy.

You should be a man of high ideals. You should have a definite goal, then try to reach that goal by increasing your powers of initiative, concentration, imagination, ability, and judgment. You must be a good buyer and a good salesman, a competent judge of clerks and a champion of the success principle, "Service to the customer." You must have a thorough knowledge of your business and be sure that you conduct it *for profit*. You must "always know where you stand."

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THREE HUNDRED AND TEN QUESTIONS

ANSWERED BY

O'CONNOR'S COMMERCIAL PHARMACY

PART I

PHARMACY ESTABLISHMENT

1. What per cent. of the daily sales of a pharmacy does Commercial Pharmacy form? *Page 1.*
2. Why should a pharmacist give his personal attention to the Commercial Pharmacy end of his store? *Page 2.*
3. To what is due the biggest successes in pharmacy to-day? *Page 2.*
4. What prejudices beset the progress of Commercial Pharmacy, and how were they overcome? *Pages 2-4.*
5. What aid has been given to Commercial Pharmacy by colleges of pharmacy and pharmaceutical associations? *Page 4.*
6. What are the educational changes that affect pharmacy? *Page 6.*
7. Why is a pharmacy student unprepared for his life work when he has "passed the Board?" *Page 7.*
8. What is the ultimate goal that all pharmacists should strive to reach? *Page 8.*
9. What is Commercial Pharmacy and what subjects does it embrace? *Page 7.*
10. What are the six principal methods of financing a pharmacy, and which is the ideal method? *Page 9.*
11. When a partnership is formed, what specific rule should be insisted upon? *Page 11.*

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12. What is the great danger in financing by borrowed capital? *Page 13.*
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16. How do chain stores choose a location? *Pages 19-20.*
17. How would you analyze the possibilities of a location? *Pages 19-21.*
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22. What will your profit be? *Page 25.*
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32. How many clerks are usually required? *Page 42.*
33. What is the best cost mark? *Page 43.*

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 42. How would you stop payment on a check? *Page 53.*
 43. Describe the process of a note going to protest. *Page 54.*
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 45. What responsibility do you incur in identifying people at a bank? *Page 54.*
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51. When adding new lines what caution is necessary? *Page 63.*
52. What rôles does a manager assume? *Page 64.*
53. How should routine work be distributed? *Page 65.*
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56. Upon what does your hope of winning out over your competitors depend? *Page 67.*
57. How can you make every dollar invested earn something, if only a few cents a day? *Page 68.*
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90. Do ninety-five out of every hundred business men fail?

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92. Why is the economy of time considered a necessary principle of success? *Page 96.*

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94. What is the proper attitude to assume when dealing with traveling salesmen? *Page 97.*

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96. How can you prevent deterioration of goods? *Page 98.*

97. How can you prevent soda fountain money leaks? *Page 100.*

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129. How are customers lost? *Page 149.*
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132. What are the two things a clerk should not do, and you should not allow him to do? *Page 153.*
133. How should the work of your store be assigned to yourself and your clerks? *Page 155.*
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135. What is the general attitude of pharmacists towards the money back policy? towards exchanging goods? towards substitution? *Pages 161-162-163.*
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159. How would you address a new lady customer? *Page 192.*
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161. What is the first step necessary to sell any article? *Page 194.*
162. At what stage of a sale should the price be mentioned? *Page 195.*
163. Why is it necessary to know the different parts of an article and its many uses? *Pages 195-196.*

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164. With the analysis of a loaf of bread as a guide, write an analysis of the selling points of a tooth brush, a Porto Rican cigar, a box of chocolate maraschino cherries, a box of writing paper, a white rose perfume, a camera, a Mediterranean bath sponge, a hot water bottle, an elastic truss, a bottle of cough syrup without morphine, chloroform, or opiates, a bottle of white liniment, a cake of milled soap, a box of headache powders, a bottle of after-shaving lotion, a clothes brush, a fountain pen. *Pages 196-197-201.*
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200. What is an advertising medium? *Page 241.*
201. How can you tell which is the best newspaper for advertising purposes in your town? *Page 242.*
202. What kind of information should a good booklet contain, and what relation has a booklet to a newspaper ad? *Page 242.*
203. What is the best formula for a form letter that will bring in business? *Page 245.*
204. Name one advantage of a street car card as an advertising medium. *Page 246.*
205. What constitutes the circulation of a street-car card? Of a bill board? *Page 247.*
206. What conditions are necessary to make painted signs effective? to make electric signs effective? *Page 248.*
207. Upon what does the value of advertising novelties depend? *Page 249.*
208. What form of novelty advertising is the most common among pharmacists, and what analysis should be made before investing in it? *Pages 250-251.*
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225. How should your advertising appropriation be distributed according to time? according to mediums? *Page 264.*
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would you plan your advertising to stimulate those
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Page 335.
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Page 337.
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282. Why do many pharmacists attribute their success in a large measure to their confectionery department?
Page 342.
283. What conditions exist that show you what kinds of confectionery to handle? *Page 342.*
284. Name one way of winning a good candy trade. *Page 343.*
285. Name two advantages of candy mixtures. *Pages 343-344.*
286. How should candy be displayed and wrapped? *Page 346.*
287. Why is great care necessary in taking care of candy stock? *Page 347.*
288. State the conditions to be observed in displaying and advertising stationery. *Pages 349-350.*
289. What is the danger to look out for when buying souvenir post cards? *Page 351.*
290. What simple material may be used to advantage in displaying souvenir post cards? *Page 352.*
291. How should souvenir post cards be displayed and advertised? *Pages 352-353.*
292. What simple idea helps a window display of books?
Page 354.
293. How can perfume samples be used to build trade?
Page 356.
294. How can you get rid of an overstock of perfumes?
Page 356.
295. How can you build up a good business on your own preparations? *Page 358.*
296. How can you make every sample of your own preparations count? *Page 358.*
297. Have you a legal right to recommend the purchase of an article other than the one the customer ordered?
Page 362.

Questions

298. What is the real bone of contention between pharmacists and manufacturers regarding substitution? *Page 362.*
299. When dealing with customers, what is your trump card on your own preparations? *Page 364.*
300. How can you win the farmers' trade? *Page 365.*
301. What are the strong and the weak points of the mail order houses? *Page 368.*
302. What are the pharmacists' advantages over the mail order houses? *Page 369.*
303. How can you get your share of the immense amount of money spent during the holidays? *Page 372.*
304. What caution should be observed in buying Christmas goods? *Pages 376-378.*
305. What are good Christmas novelties to buy? *Page 376.*
306. How would you plan a concentration campaign to quickly move any article in your store? *Page 379.*
307. How can you make some money on clerks' suggestions? *Page 382.*
308. What central idea furnishes the foundation of Commercial Pharmacy? *Page 392.*
309. What are the chief success principles to remember? *Page 394.*
310. In last analysis, what gives you all the results you get in this world? *Page 393.*

